TRAN
HE
4491 .C4
C532bo

CHICAGO TRANSIT AUTHORITY

SERVICE RESTRUCTURING PROPOSAL

TRANSPORTATION LIBRARY
DEC 30 1997
NORTHWESTERN UNIVERSITY

Booz-Allen and Hamilton, Inc.

May 1997

CHICAGO TRANSIT AUTHORITY

SERVICE RESTRUCTURING PROPOSAL

Booz-Allen and Hamilton, Inc.

May 1997

3 5556 025 449 125

TI2AD
HE
4491.C4
C53260

TABLE OF CONTENTS

	Page
Introduction	1
CTA Service Area Market Changes	7
CTA / Booz-Allen & Hamilton Study Process	19
Service Proposals	37
Rail Network	39
Bus Key Network	47
Bus Support Network	53
Eliminated Bus Services	61
Night Owl Services	69
Flexible Service Demonstration Projects	81
Proposal Summaries	91
Service Improvements and Conclusions	95
Appendices	
Appendix A Rail Service Change Proposal Details	
Appendix B Bus Service Change Proposal Details	
Appendix C Service Change Route Maps	

THE CHICAGO TRANSIT AUTHORITY (CTA) IS FACING CRITICAL CHALLENGES THAT THREATEN ITS ABILITY TO PROVIDE EFFECTIVE PUBLIC TRANSIT SERVICES.

- Population and employment shifts in the Chicago region have resulted in major changes in the CTA's service area during the last two decades. The population density required to support an efficient transit system has declined significantly in some areas and grown in others. Travel patterns have been affected by a redistribution of jobs throughout the region. These changes are reflected in losses in the CTA's ridership.

- The rate of growth in the CTA's public funding has not kept up with inflation. Unfunded government mandates are presenting increasing demands. The CTA is faced with continuing financial shortfalls.

- To increase efficiency and improve its operations, the CTA has undertaken a major study examining both its internal operations and its methods of delivering transit service.

CTA's proposed restructuring of services will create a stronger and sustainable system. It will better match service to demand, ensure that all neighborhoods have access to public transportation, experiment with new types of service, and affect approximately three percent of all CTA rides.

THE FIRST STEP TAKEN BY THE CTA WAS TO STREAMLINE INTERNAL OPERATIONS TO REDUCE COSTS AND IMPROVE PRODUCTIVITY.

- Implementation of cost-cutting measures began in August 1996. Through a renegotiated labor agreement and a series of belt-tightening steps, management efficiencies, and the use of new technology, the CTA expects to save $62.5 million annually.

- The CTA's management worked closely with organized labor representatives to negotiate a labor agreement that recognizes the contribution of employees while creating greater flexibility to meet customer needs in a cost-effective manner.

- Various cost-control initiatives undertaken include:

  -- Improved purchasing practices, contract coordination and inventory control.
  -- Restructured management and staffing in CTA operating divisions.
  -- Better monitoring of workers' compensation and sick leave payments.
  -- Conversion of the remainder of the rail system to one-man operations.
  -- Workforce reduction, primarily through an early retirement incentive.
  -- A renegotiated health care contract to reduce health and fringe benefit costs.
  -- Implementation of a new automated fare collection system to minimize cash handling and reduce labor costs.

NEW PROGRAMS WERE DEVELOPED TO ATTRACT RIDERS AND INCREASE CUSTOMER SATISFACTION.

Within the last half year, the CTA:

- Created a toll-free telephone customer service "hot line."
- Created and distributed train schedules for individual rail stations.
- Undertook a Neighborhood Rail Station Improvement Program to provide new lighting, painting, station furniture, and immediate repairs.
- Initiated a new "Adopt-A-Station" program with community, civic and business partners to beautify stations.
- Began a bus passenger shelter program to install new shelters and rehabilitate hundreds of others throughout the system.
- Intensified cleanup of rail stations and buses; purchased "power washers" to tackle heavy-duty cleaning in rail stations; partnered with Cook County Sheriff's Department to provide cost-free cleaning of buses between runs by non-violent offenders in the SWAP program.

- Worked with Chicago Police Department and CTA's contract security team to enhance security on the system and eliminate peddlers on trains.

- Developed a new Customer Service Department reporting directly to the CTA President with increased resources, staff, and hours of service.

- Changed long-standing CTA policy to allow round-trip on same route with purchase of a new transfer card.

THIS REPORT FOCUSES ON THE RESULTS OF THE STUDY OF THE CTA'S SYSTEM OF SERVICE DELIVERY.

The CTA's staff and Booz-Allen & Hamilton's consultants working together conducted an extensive study of the CTA's service delivery and the demographics of its service area.

- A key objective of the study was to modify the CTA's service to better reflect the needs of its current and projected markets.

- Analysis confirmed that the CTA's overall approach to service delivery, consisting of a radial rapid transit and bus grid system, is sound, but that the CTA cannot afford to operate all its services in the same manner that it currently does.

- The study concluded that overall service can be enhanced and costs reduced through carefully planned changes in current operations and new methods of delivering service, while minimizing the impact on riders.

- The proposed strategy preserves, protects and improves transit routes that serve the majority of riders, increases productivity on many other routes, and eliminates routes with low utilization that do not effectively serve market needs. Overall, the proposal reduces service levels by about 10 percent while affecting current travel patterns of only 3.3 percent of riders.

- The strategy also offers opportunities to demonstrate and test new methods of service delivery in low transit-demand areas and/or time periods.

THE STUDY FOLLOWED A LOGICAL PROGRESSION AND EVALUATED CTA SERVICE FROM THE BOTTOM UP.

- Demographic trends and projections were examined to gain an understanding of emerging changes in travel needs.

- Current and past service was evaluated including route structures, service levels, ridership levels, fares, cost and rider feedback.

- Alternative and new service models were developed for a variety of travel markets and assessed for applicability to the Chicago region, building on experience of other transit systems worldwide.

- Individual markets, routes, subareas and time periods served were analyzed to develop a menu of alternatives to serve the greatest number of needs.

- An integrated proposal was developed jointly by Booz-Allen & Hamilton and CTA staff, which strengthens key current services and includes some new methods of delivering service.

DEMOGRAPHIC ANALYSIS CONFIRMED MAJOR CHANGES IN THE CHICAGO REGION.

- Population declined within the CTA's service area, reducing the CTA's potential customer base, while growing modestly within the region as a whole (i.e., Cook, DuPage, Kane, Lake, McHenry, and Will Counties).

- The regional population outside of Chicago experienced a substantial increase of 378,887 between 1980 and 1990 to reach 4.5 million--a 9.3 percent gain. *See Exhibits 1 and 2.*

- The population in the CTA's core service area, however, declined. Chicago's population fell by 221,335, or 7.4 percent, reaching 2.8 million at the end of the decade.

- Thus, the region as a whole experienced a population growth of 157,552 persons, or 2.2 percent, between 1980 and 1990, to reach 7.3 million.

- Employment in the northeastern Illinois region generally followed the trends noted for its population--decline in the city and significant growth in suburban communities. *See Exhibits 3 and 4.*

	1980	1990	Change
Chicago Employment	1,555,600	1,473,200	- 5.4%
Regional Suburban Employment	1,830,600	2,371,500	+ 29.5%
Regional Total Employment	3,386,200	3,844,700	+ 13.5%

- Projections of income, population, and employment all anticipate current trends continuing. Population is estimated to decline at a more moderate rate in Chicago than previously, but employment is estimated to still decline. Both population and employment are projected to continue to grow rapidly in the region outside of Chicago.

- These trends have contributed to the CTA's loss of riders. Since 1986 CTA's annual ridership has dropped from 611,744,033 to 427,412,267.

POPULATION AND EMPLOYMENT DECLINES IN THE CTA'S SERVICE AREA HAVE CONTRIBUTED TO A LOSS OF ALMOST ONE-THIRD OF THE CTA'S RIDERSHIP IN THE LAST DECADE.

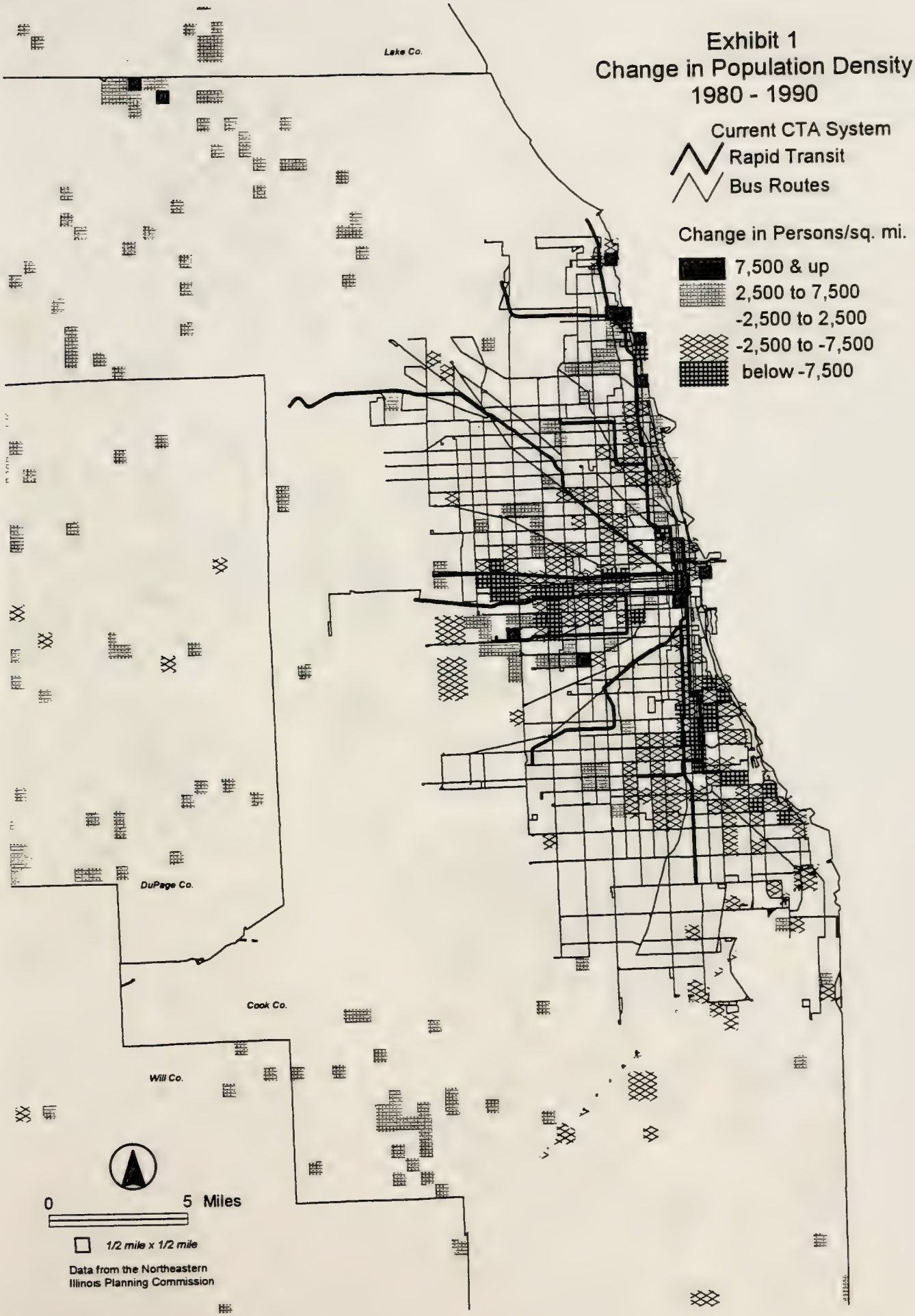


Exhibit 1
Change in Population Density
1980 - 1990
Current CTA System
Rapid Transit
Bus Routes
Change in Persons/sq. mi.
7,500 & up
2,500 to 7,500
-2,500 to 2,500
-2,500 to -7,500
below -7,500
Lake Co.
DuPage Co.
Cook Co.
Will Co.
0
5 Miles
1/2 mile x 1/2 mile
Data from the Northeastern
Illinois Planning Commission

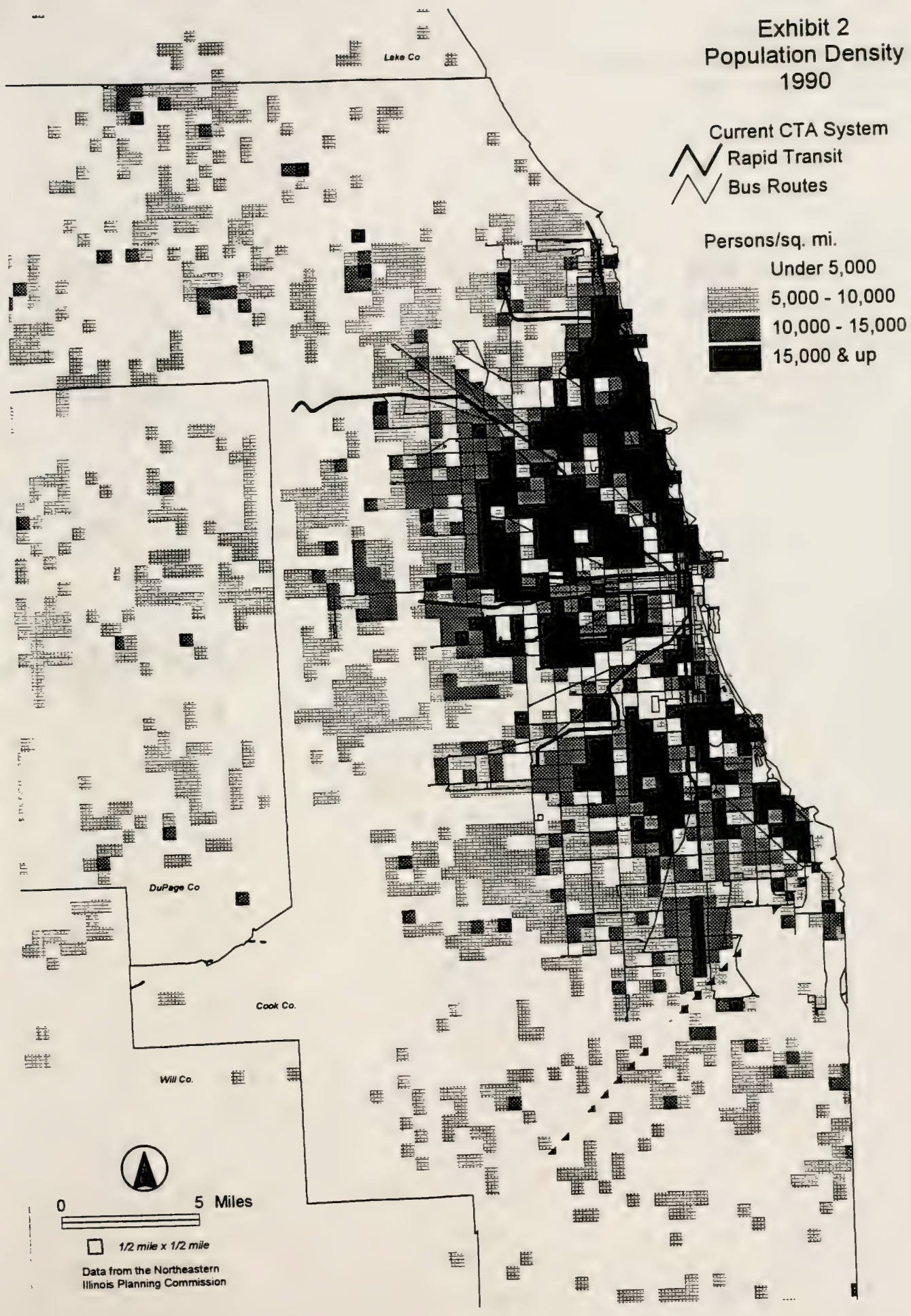


Exhibit 2
Population Density
1990
Current CTA System
Rapid Transit
Bus Routes
Persons/sq. mi.
Under 5,000
5,000 - 10,000
10,000 - 15,000
15,000 & up
Lake Co
DuPage Co
Cook Co.
Will Co.
0
5 Miles
1/2 mile x 1/2 mile
Data from the Northeastern
Illinois Planning Commission

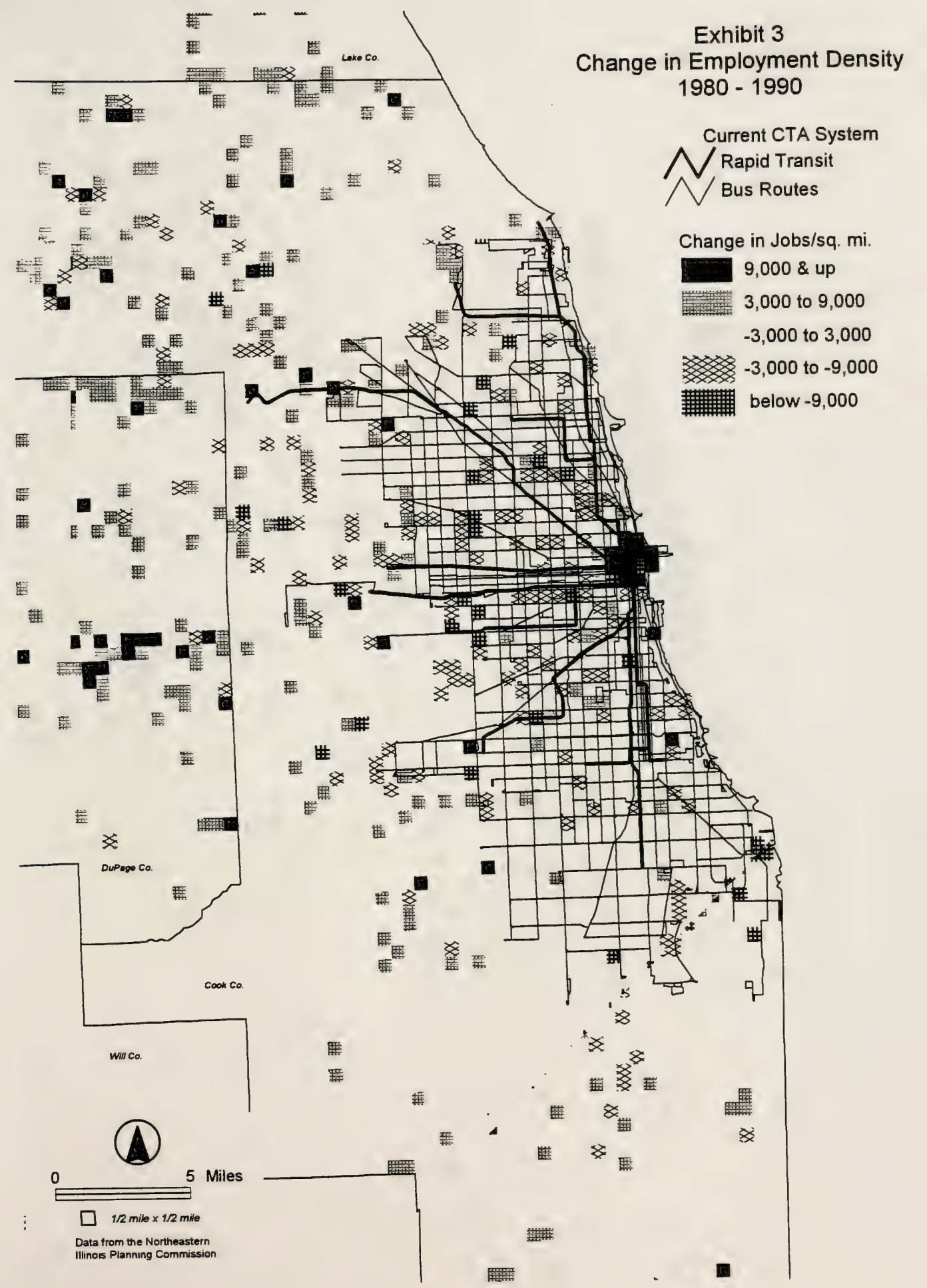


Exhibit 3
Change in Employment Density
1980 - 1990
Current CTA System
Rapid Transit
Bus Routes
Change in Jobs/sq. mi.
9,000 & up
3,000 to 9,000
-3,000 to 3,000
-3,000 to -9,000
below -9,000
Lake Co.
DuPage Co.
Cook Co.
Will Co.
0
5 Miles
1/2 mile x 1/2 mile
Data from the Northeastern
Illinois Planning Commission

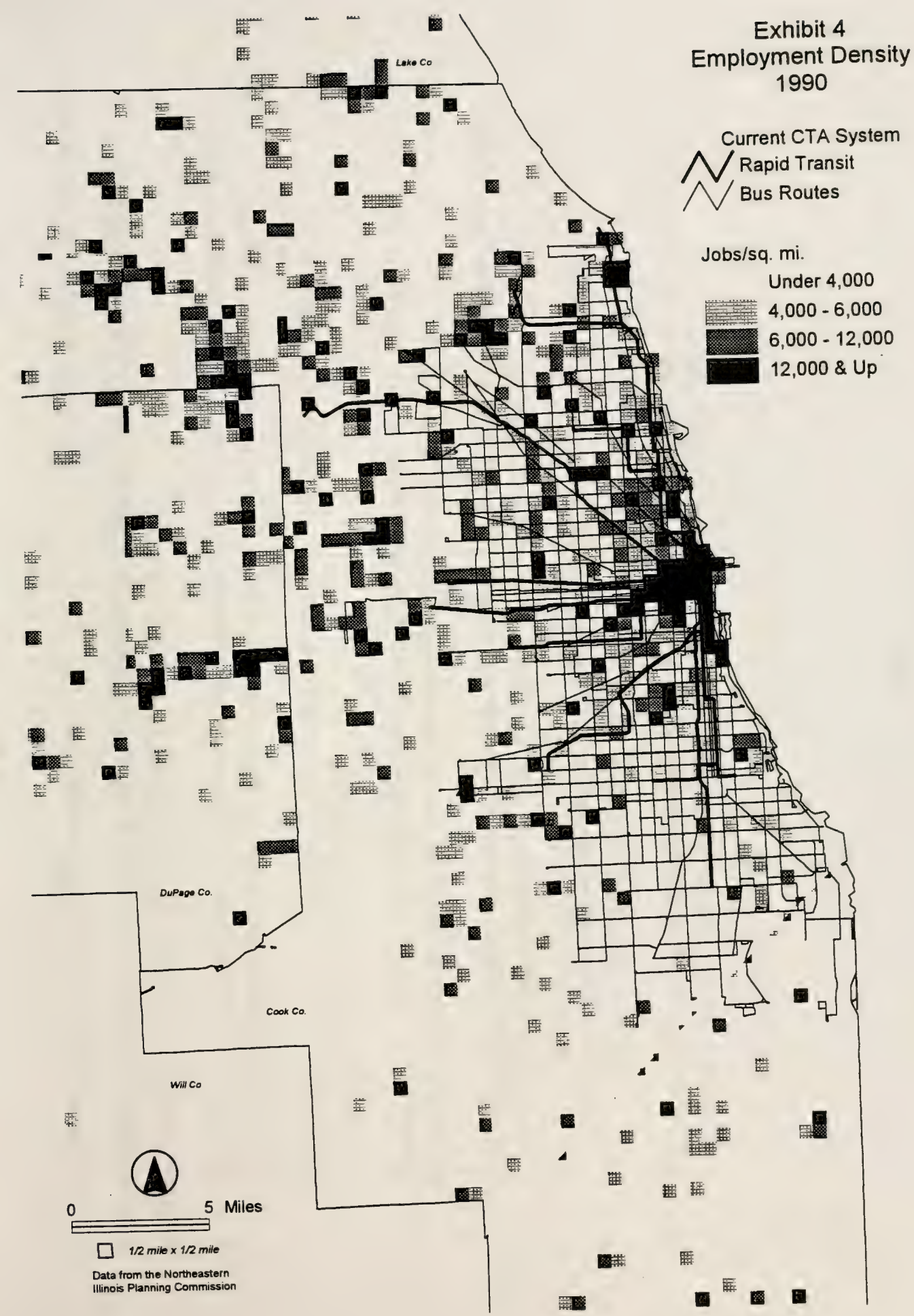


Exhibit 4
Employment Density
1990
Current CTA System
Rapid Transit
Bus Routes
Jobs/sq. mi.
Under 4,000
4,000 - 6,000
6,000 - 12,000
12,000 & Up
Lake Co
DuPage Co.
Cook Co.
Will Co
0
5 Miles
1/2 mile x 1/2 mile
Data from the Northeastern
Illinois Planning Commission

THE SHIFT IN EMPLOYMENT LOCATIONS FROM THE CITY TO THE SUBURBS RESULTED IN CHANGES IN COMMUTING PATTERNS.

- Travel patterns have undergone a significant shift in response to job and real estate development growth in suburban areas; employment in the city proper, especially in the manufacturing sector, has dropped.

- This decline in Chicago's job base, coupled with corresponding job growth in suburban areas, has significantly altered the commute patterns.

- Dispersion of population and employment was supported by improvement in roads available to serve individual commutes as well as an increase in parking facilities throughout the region.

    -- Almost a million more motor vehicles were registered in the six-county northeastern Illinois region in 1990 compared to 1980. Eighty percent of these were passenger cars.

    -- Average vehicle miles traveled in Cook County alone increased by over 25 percent from 65.2 million in 1980 to 82.2 million in 1990.

- The automobile's ability to provide door-to-door, on-demand service made it a very strong competitor for work travel, especially as employment destinations became more widely dispersed.

AT THE OUTSET OF THE STUDY, THE CTA ESTABLISHED GUIDING PRINCIPLES FOR A RESTRUCTURED SYSTEM.

The CTA determined that proposed service should:

- Be available throughout the service area within a four- to six-block walk during most time periods.
- Be consistent with the City of Chicago's development plans and serve major industrial corridors and retail areas.
- Support city and regional employment opportunities.
- Protect its strongest markets to assure future stability.
- Maintain the CTA's service to the disabled on its mainline accessibility network.
- Provide an appropriate match of service design to market needs.
- Include new methods of service where applicable.

CURRENT AND PAST SERVICE WAS REVIEWED.

The CTA has generally operated on a grid structure for the past 50 years.

- The CTA has converted several highly-productive bus corridors to rail service, such as the new Orange Line to Midway Airport and the Blue Line to O'Hare Airport, and these changes are operating effectively, providing high-capacity, fast service along key corridors of mobility.

- The remaining network of 134 major bus routes, generally aligned in a grid pattern to maximize connections, has been very stable over the past 20 years with minor changes introduced incrementally.

- Chicago's grid has provided efficient transportation coverage requiring most riders to walk less than a half-mile to reach transit service.

- The grid system's strength lies in providing easy access to all parts of the network through its provision of connections between routes. To minimize wait time for transferring passengers, frequent service is necessary. But on routes that serve increasingly fewer people, frequent service cannot efficiently be maintained.

- While the level of the CTA's service and its geographic coverage has remained relatively constant, the face of Chicago, in terms of development patterns, has not. New population, employment and development patterns have significantly altered the volume and nature of travel in the service area.

- Since 1986 the CTA has lost 30 percent of its riders but has reduced service by only 4 percent.

- To continue to provide frequent and efficient service, the CTA will need to make adjustments that reflect its current and changing markets.

THE CTA'S SERVICE TO EMPLOYMENT LOCATIONS WAS EXAMINED.

The CTA currently provides good service to workers and job seekers, especially within the city.

- A half-million trips to work are provided by the CTA on an average weekday.

  -- The CTA serves Chicago's Central Business District, major industrial corridors and retail districts.

- Due to growing job opportunities in the suburbs and new legislation that requires able-bodied AFDC recipients to hold jobs, "Welfare to Work" transportation issues will be a significant challenge to CTA and other public transportation agencies.

- CTA's existing service to the suburbs facilitates reverse-commute travel and already carries city residents to suburban job locations. For instance, about 3,000 daily reverse-commute riders already use the last four stations of the Blue Line O'Hare branch to get to jobs in the northwestern suburbs, based on a recent survey.

  -- CTA service is provided to 80 Pace bus routes.
  -- Connections to these suburban bus routes already takes place at 25 rapid transit stations located in the suburbs and city.
  -- CTA has extensive service connecting to Metra trains at their downtown stations.

- Although the CTA's grid system allows connections to be made to many suburban job locations, the number of transfers required may make the trip difficult.

  -- Final job destinations in the suburbs are difficult to serve since they are often in dispersed locations.

  -- The CTA is committed to working with the City of Chicago, Pace, Metra and the private sector to make it easier for workers to reach available jobs in locations throughout the region.

  -- Part of this effort will include ways to improve marketing of existing CTA, Pace and Metra services and review opportunities to improve coordination of these reverse-commute services when appropriate or cost-effective, flexible services--as described in a later section--may offer opportunities to directly serve the reverse-commute market.

  -- The CTA will expand its work with agencies which facilitate employment in support of the Federal Welfare to Work initiatives, and work directly with employers to improve reverse-commute services to suburban job locations.

THE CTA'S OPERATING BUDGET IS ANTICIPATED TO BE UNDERFUNDED.

The CTA's operating budget is funded through fares and other internally-generated revenues and through public funding from the Regional Transportation Authority (RTA).

- **Internally-Generated Revenues**

  Each year the RTA specifies the percentage of operating expenses that must be recovered from internally-generated revenues for each of the Service Boards it oversees (CTA, Metra, and Pace).

  Internally-generated revenues include fares, state subsidy for reduced fares, investment income, advertising revenue, and contributions from the City of Chicago and Cook County.

  Typically, about 52 percent of the CTA's operating expenses are required to come from internally-generated revenues--by far the largest portion of this comes from the CTA's farebox.

  If CTA's ridership continues to decline, the result will be lower fare revenue yields each year. Historically, attempts to raise fares have only accelerated ridership loss.

  State subsidy for reduced fares is subject to annual appropriation from the State of Illinois. These funds are allocated to the Service Boards based on the number of students, seniors, and

disabled riders who receive fare discounts. This amount has declined steadily since 1991 although the number of riders covered has not. *(See Figure 1.)*

- **Public Funding from the RTA**

The three major sources of funding provided by the RTA for the operating budget are sales tax revenues, Federal Transit Administration funds, and discretionary funding.

The RTA imposes the sales tax in the six-county region of northeastern Illinois. The RTA retains 15 percent of the sales tax and passes the remaining 85 percent to the three Service Boards according to a formula specified by law.

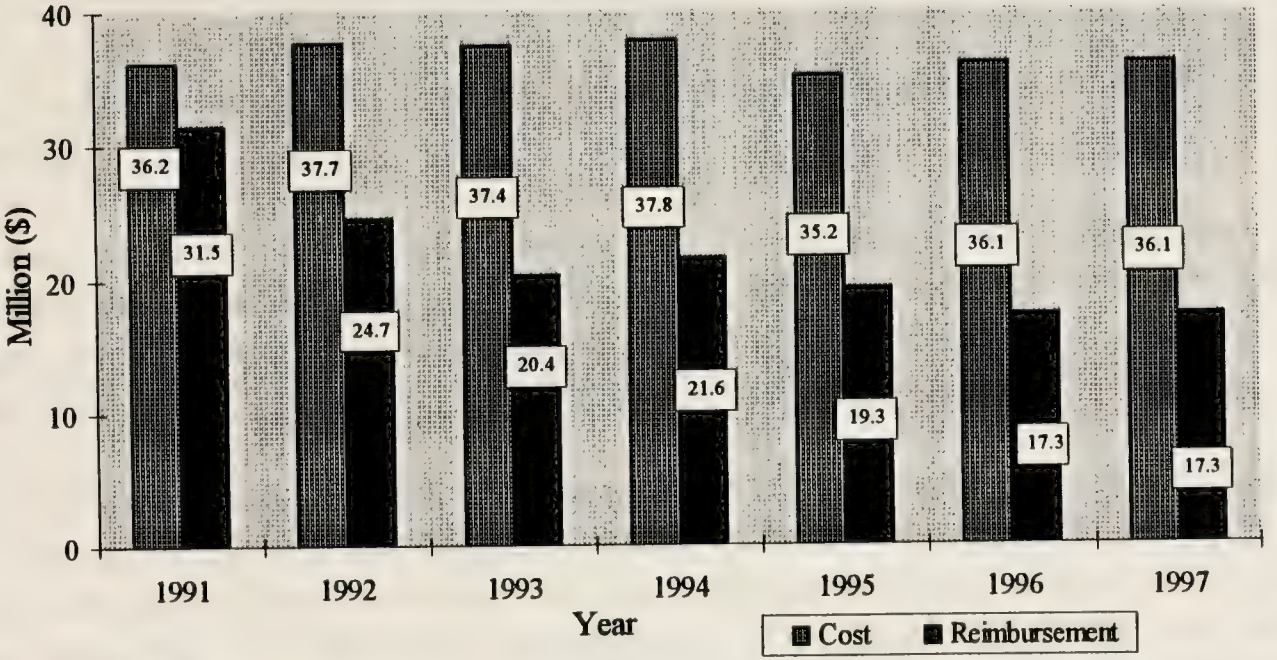
Of the 85 percent that the RTA passes on, the CTA receives 100 percent of the sales tax in Chicago and 30 percent from suburban Cook County.

- Sales taxes, the major RTA revenue source, are projected to sustain modest gains over the near future. Regionally this prognosis is positive, but as population and employment continue to increase in the suburbs, growth in sales tax receipts can be expected to continue to favor suburban areas over Chicago. After adjusting for inflation, CTA will see negligible growth from the sales taxes allocated by formula.

CHICAGO TRANSIT AUTHORITY

State Reduced Fare Reimbursement

Figure 1



- CTA provides fare discounts to students, seniors and disabled riders but is not adequately reimbursed by the state or federal governments.

- In 1996, CTA's reduced fare ridership totaled $36.1 million, but CTA was reimbursed for only $17.3 million, resulting in an $18.8 million shortfall.

Sales taxes, furthermore, are a volatile source of income. As a result of the recession in 1991, for example, RTA sales tax collections fell 4.3 percent from 1990 levels. The economic conditions that were responsible for the decline in sales taxes affected CTA ridership as well.

Thus, revenue from the farebox as well as sales tax contributions from the RTA suffered a serious loss.

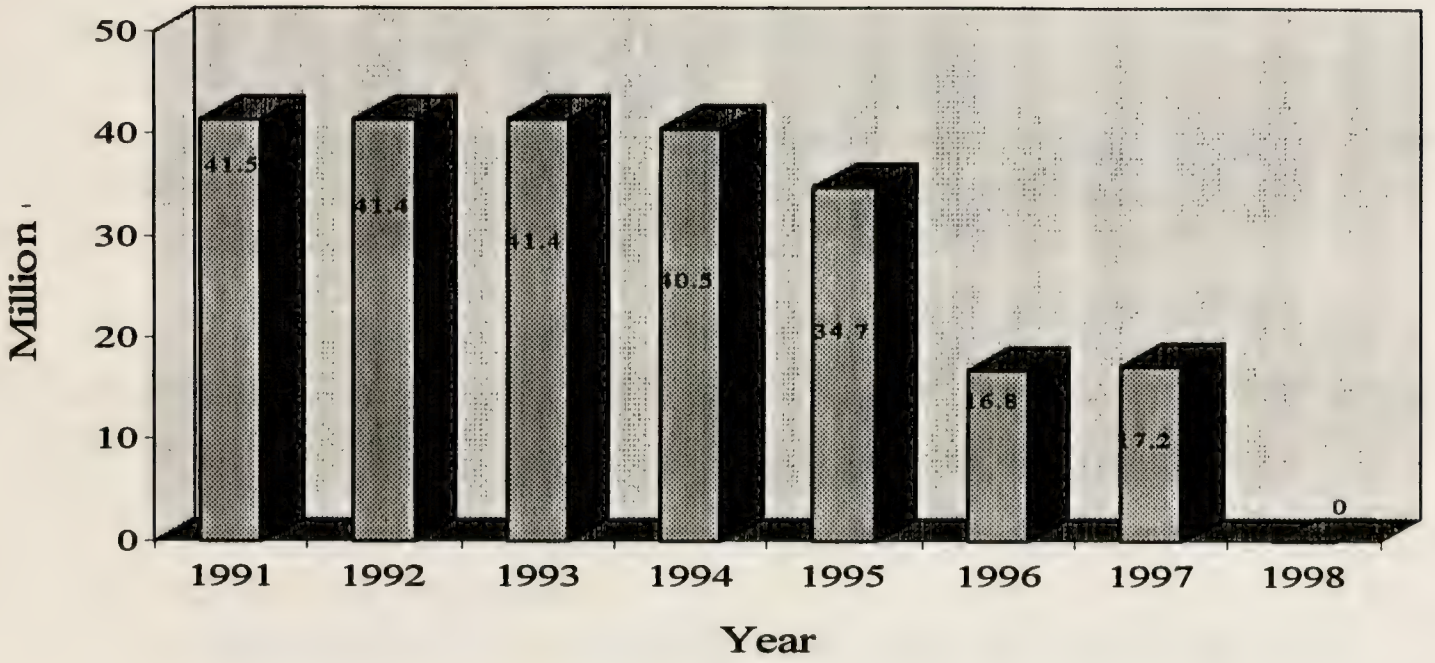
- The anticipated slow growth in Chicago's sales tax, expected loss of riders, and projected decreases in state and federal support for transit will combine to present the CTA with on-going budget deficits unless its expenses are brought into better balance with its resources. *(See Figure 2.)*

- The CTA's operating budget deficit is currently met by use of capital funds. The use of capital funds to support certain operating expenses is within FTA guidelines. However, continued reliance on capital funds to balance the operating budget diverts limited resources needed for reinvestment in CTA's decaying infrastructure. CTA requires $2.7 billion in capital funding to repair, maintain and improve its aging infrastructure in the next five years, but only $855 million is anticipated to be received for that period. Thus, CTA is facing a $1.9 billion shortfall in meetings its capital needs. The CTA cannot continue to fill gaps in its operating budget with its limited capital funding.

CHICAGO TRANSIT AUTHORITY

Federal Operating Subsidy

Figure II



- Annual federal operating subsidy has decreased by 59% since 1991
- In 1997, CTA will receive $17.2 million, compared with $41.5 million in 1991
- Federal operating subsidy will be completely eliminated in 1998

THE RESTRUCTURING PROCESS BEGAN BY CONSIDERING THE TYPES OF SERVICE THAT MEET DIFFERENT CUSTOMER NEEDS.

- The types of service currently used by the CTA include:

  -- Fixed-route rail (very high-volume corridors)
  -- Express bus fixed-route (high volume, good connections)
  -- Local fixed-route bus grid (high volume, good connections)
  -- Circulator or feeder bus (short, focused trips in small areas)

- New methods of delivering service that the CTA does not currently provide were also considered. These include:

  -- Flexible Services of various types, generally provided by smaller vehicles than standard CTA buses (low volume).
  -- Several of these services are described in detail later in this report.

- Analysis focused on strengthening the appropriate use of each type of service to respond to current demand and operational conditions.

THE PERFORMANCE OF THE CTA'S BUS AND RAIL ROUTES WAS EVALUATED.

- Each bus route was evaluated using five performance measures. (See *Table 1)*:

  -- Riders per vehicle mile
  -- Cost per vehicle mile
  -- Passenger loss trends
  -- Costs recovered from fares
  -- Subsidy per passenger

- Rail service was evaluated using passenger volume and service costs compared to alternative bus service.

- Comparative performance for both bus and rail was judged taking into consideration route characteristics by day of week and time of day.

- In addition, *market coverage,* serving locations with demand for service, and *maintenance of regional mobility,* providing good connections across the service area, were considered in making service change recommendations.

- For each change considered, the number of affected passenger trips was estimated. An affected passenger trip is a trip that is changed as a result of a service change. In most cases, the trip can continue to be made using another route or service, although possibly less conveniently.

TABLE 1
WEEKDAY BUS PERFORMANCE MEASURES

Measure	Formula	Range		
		Best	Average	Worst
Riders per bus mile	= Riders *divided by* (number of bus trips *times* route length)	7.88	3.65	.98
Cost per bus mile	= Costs *divided by* (number of bus trips *times* route length)	$4.14	$4.86	$6.47
Passenger loss trend	= (1995 riders *minus* 1992 riders) *divided by* 1992 riders	10.60%	- 17.80%	- 87.80%
Cost recovered from fares	= (Riders *times* average fare) *divided by* Costs	109.0%	69.0%	19.0%
Subsidy per passenger	= (Costs *minus* [Riders *times* average fare]) *divided by* Riders	($0.07)	$0.44	$3.50

Costs = Variable Costs = Operator Labor Costs, Fuel and Parts, and a portion of Maintenance and Supervision

Riders = All persons who board a bus. Includes cash, token, fare card, transfer, pass and free riders.

AS A RESULT OF THE ANALYSES, A PROPOSAL WAS DEVELOPED THAT ORGANIZES CTA'S SERVICES IN FIVE CATEGORIES TO GUIDE FUTURE PLANNING AND INVESTMENT.

- The existing CTA **Rail Network**, consisting of seven rail lines serving Chicago and its immediate suburbs, will be maintained with minor changes. This network provides regional mobility at high speeds, focusing primarily on the downtown but providing crosstown service as well. Twenty-nine percent of all CTA current rides are on the rail system.

- The **Key Bus Network** represents the foundation of the CTA bus service. This collection of routes represents the critical mobility service provided by the CTA and carries 47 percent of all riders. These routes provide coverage over the entire city with a one-mile grid (generally) and have the best market utilization and excellent performance. The Rail and Key Bus Networks together provide 76 percent of all CTA's rides.

- The **Support Network** provides supplemental bus services to important CTA markets. These routes carry 23 percent of all riders. Although these routes generally experience average performance, in a number of service periods and service areas their performance lags. In these cases, specific reductions to the route, schedule and/or hours of operation are proposed.

- A third category of 15 bus routes is proposed for complete elimination (10 routes) or replacement (5 routes) by new Flexible Services. The **Eliminated Routes** consume high levels of resources and carry only one percent of CTA riders. Most could be served by other routes or alternative types of services.

- New **Flexible Services** are also proposed. Flexible Services are new methods of operation providing service tailored to community needs using vans or small buses. These new modes can potentially provide responsive, customized services in low-ridership areas and time periods at a lower cost than fixed-route bus.

RAIL NETWORK:

THE SEVEN RAIL LINES SERVING CHICAGO AND ITS IMMEDIATE SUBURBS REMAIN A STRONG FOUNDATION OF CTA SERVICE. OVERALL SERVICE WILL BE MAINTAINED ON THESE LINES WITH SOME CHANGES DURING THE WEEKENDS AND LATE-NIGHT "OWL" PERIODS.

- No rail stations will be closed.
- Red, Blue (O'Hare and Congress), Yellow, Orange, and Brown Line service remain the same.
- Service reductions are proposed on some rail routes when ridership is very low and are proposed to be replaced by lower-cost bus.
- In general, rail line services perform well carrying high volumes of riders at speeds competitive with travel on roads. However, during some weekend and owl time periods (between midnight and 5 a.m.), lower passenger volumes are better served by bus.
- The rail network carries passengers at a lower variable cost than bus on average. However, in periods of low passenger volume, because of its high, fixed costs relative to bus, rail costs are higher than comparable bus costs.
- During the owl period (1 a.m.-4 a.m.), Green Line service on the Lake Street branch can be reduced and replaced by extended bus service on the #20 Madison route. Passenger demand on the Green Line south branch can be accommodated by the Red Line and existing bus services.

- During weekends and during the owl period on weekdays (1 a.m. - 4 a.m.), Blue Line service on the Douglas branch can be eliminated. Passenger demand can be accommodated with existing bus service.

    -- On weekends the #21 Cermak bus provides alternative service one-half block to the south, and the #18 16th/18th bus route is available 2½ to 3½ blocks to the north.
    -- Bus service on north-south cross streets provide access to the Blue Line Congress branch for longer trips.
    -- During the owl period the #60 Blue Island/26th bus route and Blue Line Congress branch continue to operate.

- Purple Line service can be reduced during some weekend (2 a.m. - 6 a.m. Saturday, 2 a.m. - 7 a.m. Sunday) and weekday owl periods (1 a.m. - 5 a.m.) and replaced by expanded #201 bus service.

- *Table 2* lists the existing rail services and indicates the proposed service changes. *Exhibit 5* is a map showing the rail services.

- Reduction of rail service and replacement with bus service in low-productivity time periods yields a cost saving of $2.1 million. *(Summarized in Table 3.)*

- 0.2 percent of all CTA rides and 0.6 percent of current rail rides are affected by these service reductions.

Appendix A details the proposed service changes.

TABLE 2
RAPID TRANSIT SERVICE PROFILE

x = Service currently offered with no service changes
E = Proposed elimination (*blank*) = No service currently offered

Line	Branch	Weekday	Saturday	Sunday / Holiday	Night Owl*
RED	Howard	x	x	x	x
	Dan Ryan	x	x	x	x
BLUE	O'Hare	x	x	x	x
	Congress	x	x	x	x
	Douglas	x	E	E	E
GREEN	Lake	x	x	x	E
	South	x	x	x	E
BROWN		x	x	Shuttle	
ORANGE		x	x	x	
PURPLE	Branch	x	x	x	E
	Express	Peak Only			
YELLOW		x			

* Night Owl - Continuous service offered between midnight and 5:00 a.m.

CTA/ Booz Allen and Hamilton

Exhibit 5

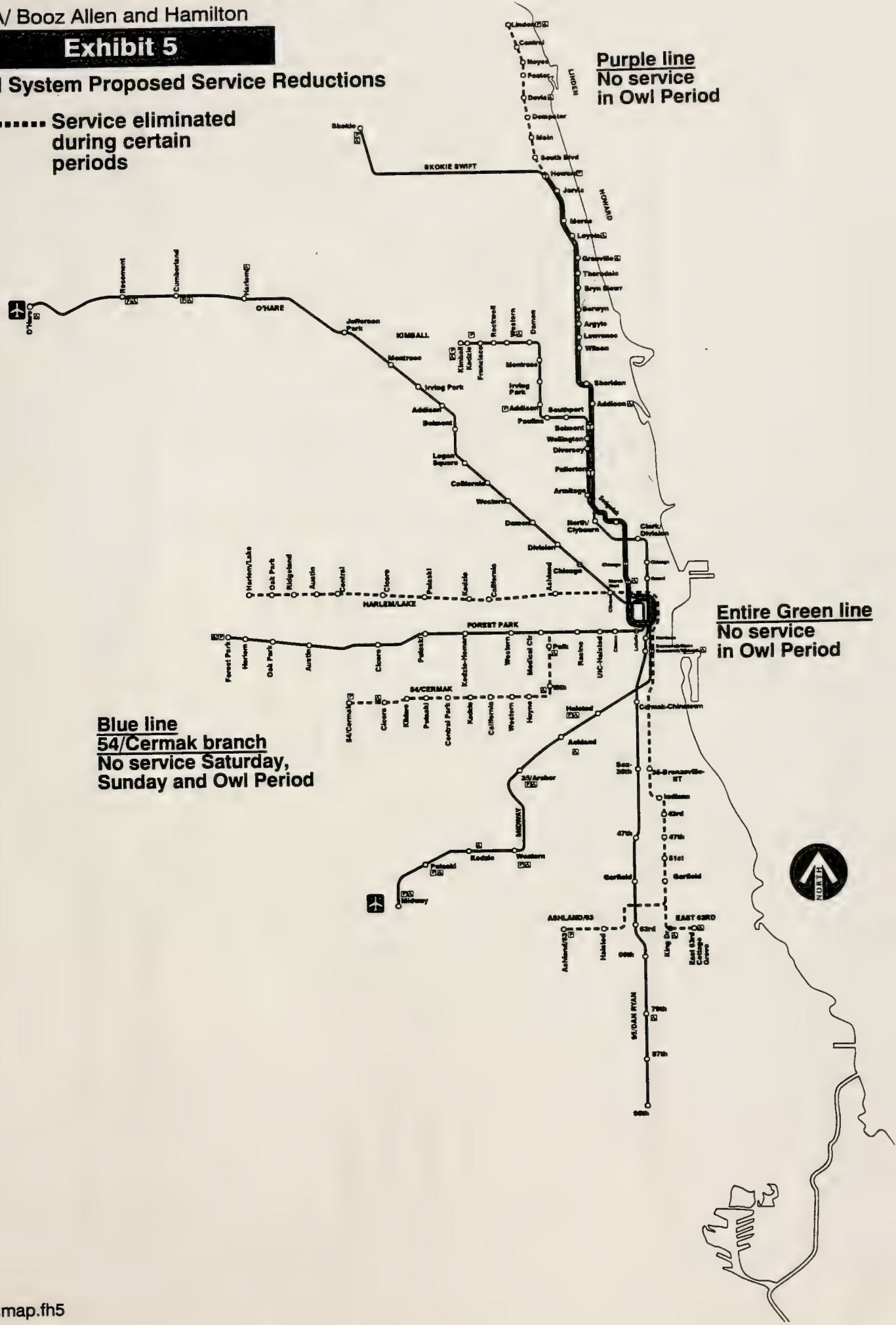
Rail System Proposed Service Reductions

..... **Service eliminated during certain periods**

Purple line
No service in Owl Period

Entire Green line
No service in Owl Period

Blue line
54/Cermak branch
No service Saturday, Sunday and Owl Period



railmap.fh5

TABLE 3
RAIL NETWORK

Day of Week	Present No. of Routes	PROPOSED SERVICE CHANGES		Daily Passenger Trips Affected	Percent of Daily Rail Passenger Trips	Percent of All Daily CTA Passenger Trips	Annual Operating Costs Saved *(in millions)*
		No. of Routes with Hours of Service Reduced	No. of Routes with Branch Service Eliminated				
Weekday	7	3	0	500	0.1%	< 0.1%	$ 0.6
Saturday	6	2	1	7,200	3.6%	1.0%	$ 0.8
Sunday	6	2	1	5,400	4.4%	1.2%	$ 0.9
						Savings	$ 2.3
						Replacement Bus	$ (0.2)
						NET SAVINGS	$ 2.1

Annual passenger trips affected by rail service reductions are 0.2 percent of all CTA passenger trips.

BUS NETWORKS:

THE KEY BUS NETWORK INCLUDES 46 BUS ROUTES--ALL PROVIDE CRITICAL COVERAGE--AND WILL BE STRENGTHENED, ESPECIALLY DURING HIGH-RIDERSHIP PERIODS.

- The Key Bus Network serves 47 percent of all CTA trips and 66 percent of all current bus rides.

- The Key Bus Network provides service coverage over the entire CTA service area with, in general, a one-mile grid. This means most locations in Chicago are at least within one-half mile of a CTA transit service. Given the grid design of the system, nearly all routes can be accessed once the CTA passenger service system is entered. *Exhibit 6* is a map showing the Key Bus Network.

- Investments in improvements on this network provide the greatest potential for increased ridership.

- The Key routes are strengthened. A set-aside of $3.0 million is proposed for service frequency improvements to reduce overcrowding and improve connections with other routes; routes to receive increases have not been identified yet.

- *Table 4* lists the Key routes and indicates the proposed service changes.

- Additional service improvements should be prioritized to strengthen the network:

  -- Adding service where needed to reduce overcrowding.
  -- Designing limited, express, or skip-stop service to improve performance of this network.
  -- Focusing a new program to reduce "bus bunching" on these routes.
  -- Also, traffic signal priority systems being designed by the city will be considered for this network.

- Evening, owl, or weekend service hours will be reduced on 24 of these routes due to low ridership. At certain times another 5 routes will be shortened in unproductive route segments. One route is shortened during all periods where alternative service exists and productivity is low.

- These adjustments will have minimal impact as just 0.4 percent of all bus rides are affected and 0.3 percent of all CTA rides are affected.

- Proposed Key bus route changes yield a net cost savings of approximately $1.9 million and are summarized in *Table 5.*

  Appendix B details the proposed changes.

CTA/ Booz Allen and Hamilton

Exhibit 6

Key Bus Routes

1 Flexible Service Area

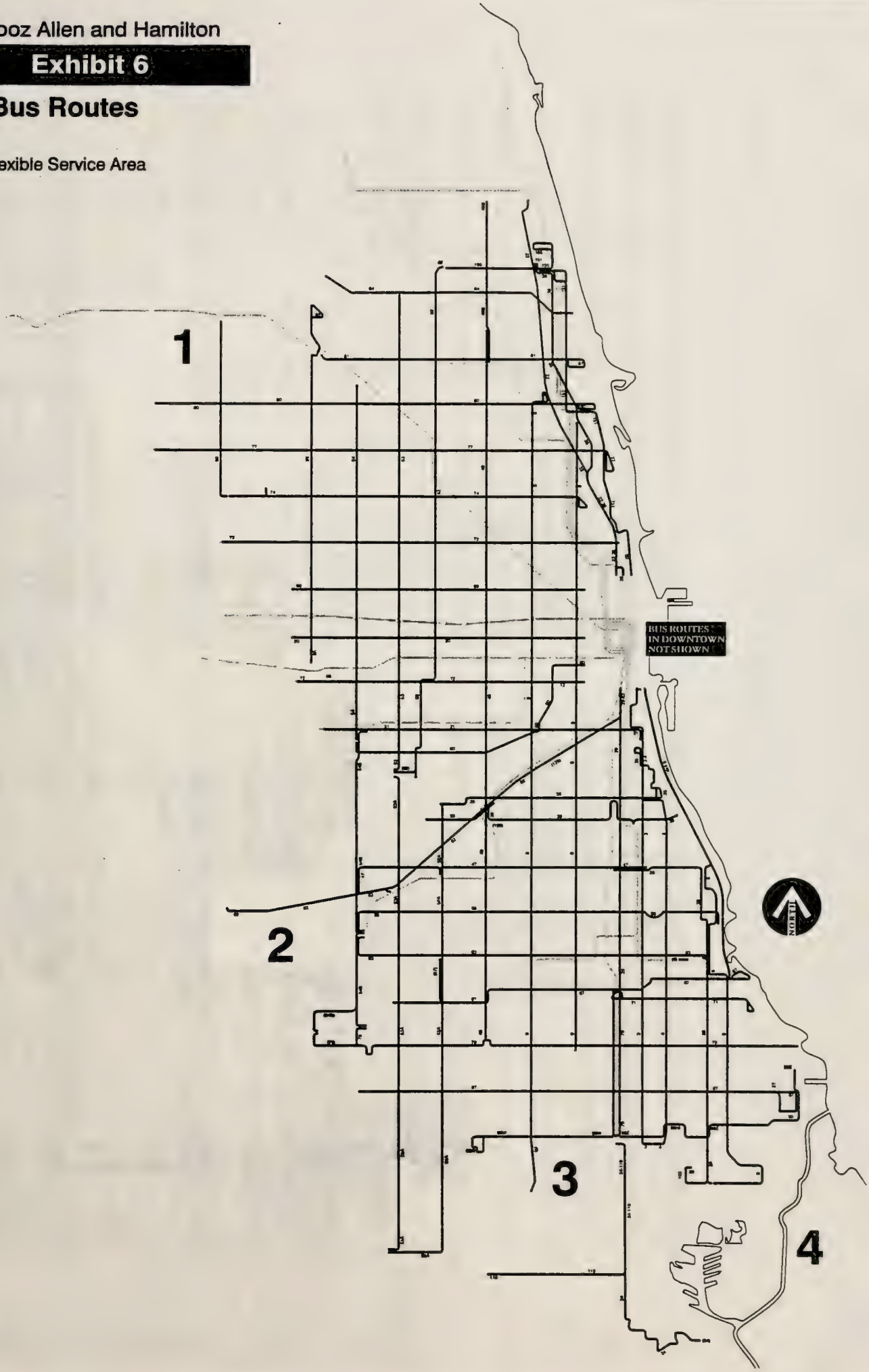


TABLE 4
KEY NETWORK

X = Service currently offered with no service changes. H = Reduced hours proposed. E = Eliminated day/period of service proposed.
S = Shortened route proposed. (*blank*) = Service not currently offered.

RT #	ROUTE NAME	WK	SA	SU	NIGHT OWL
3	King Drive	X	X	H	
4	Cottage Grove	X	X	X	E
6	Jeffery	H	H	H	
8	Halsted	X	X	X	E
9	Ashland	X	X	X	S
12	Roosevelt	X	X	X	E
20	Madison	X	X	X	X
21	Cermak	H	H	H	
22	Clark	X	X	X	X
28	Stony Island	X	X	X	E
29	State	X	X	X	E
34	South Michigan	X	X	X	X
35	35th	X	X	X	E
36	Broadway	X	X	X	
39	Pershing	X	E	E	
47	47th	X	X	X	E
49	Western	X	X	X	X
49B	North Western	X	X	X	
52A	South Kedzie	X	X	X	
53	Pulaski	X	X	X	E
53A	South Pulaski	X	H	H	
54	Cicero	X	X	X	E
54B	South Cicero	H	H	X	

RT #	ROUTE NAME	WK	SA	SU	NIGHT OWL
55	Garfield	X	X	X	X
60	Blue Island/26th	X	X	X	X
62	Archer Local	X	X	X	S
63	63rd	X	X	X	X
66	Chicago	X	X	X	S
67	67th/69th/71st	X	X	X	
71	71st	X	X	X	
72	North	X	X	X	E
74	Fullerton	X	X	X	
77	Belmont	X	X	X	S
79	79th	X	X	X	X
80	Irving Park	H	H	H	
81	Lawrence	X	X	X	X
82	Kimball/Homan	H	H	H	
84	Peterson	X	H	H	
85	Central	X	X	X	E
87	87th	X	X	X	E
90	Harlem	H	H	H	
95E	93rd/95th	S	S	S	
95W	95th	H	H	H	
119	119th	X	X	X	E
151	Sheridan	X	X	X	S
155	Devon	X	X	X	

TABLE 5
KEY NETWORK

Day of Week	Present No. Of Routes	Proposed Service Changes		Daily Passenger Trips Affected	Percent of Daily Bus Passenger Trips	Percent of All Daily CTA Passenger Trips	Annual Operating Costs Saved *(in millions)*
		No. of Routes with Days or Hours of Service Reduced	No. of Routes with Route Segments Eliminated				
Weekday	46	19	6	2,500	0.3%	0.2%	$ 3.1
Saturday	46	22	6	5,000	1.0%	0.7%	$ 0.9
Sunday	46	20	6	4,000	1.2%	0.9%	$ 0.9
						Subtotal	$ 4.9
						Proposed Key Network Service Improvements	$(3.0)
						NET SAVINGS	$ 1.9

Annual passenger trips affected by Key Network service reductions are 0.3 percent of all CTA passenger trips.

THE 73-ROUTE SUPPORT BUS NETWORK EXPANDS THE REACH OF THE KEY NETWORK AND IMPROVES THE SYSTEM'S OVERALL COVERAGE. SERVICE ON THESE ROUTES HAS BEEN ADJUSTED TO MORE ACCURATELY REFLECT DEMAND.

- The Support routes serve 23 percent of all CTA rides and 33 percent of all bus rides and include a variety of CTA routes--express buses, local shuttles from a rail station, and one-half mile grid bus routes--that serve specific markets or supplement the Key Network.

- The Support Network adds markets to the Key grid and improves the system's overall coverage. To the greatest extent possible, these routes should serve to support and expand performance on the Key grid. *Exhibit 7* is a map showing the Support Network.

- These routes are largely average performers, but each route can be improved by some specifically targeted changes. Overall, Support routes recover 57 percent of their costs from fares compared to 71 percent on Key routes.

- Generally each route requires some reductions--in route structure, hours of operation, or service frequency--to provide greater productivity.

- Each route was reviewed hour-by-hour and proposed service changes were designed to affect the fewest number of riders. Most of the reductions occur during the off-peak--midday, evening, owl, and weekend periods.

    -- On average, the portions of Support Network bus services proposed for reduction carried half the passengers (19 passengers per hour) compared to the bus system average of 39 passengers per hour.

- Typical recommended changes are:

    -- Route configuration (e.g., turnback)
    -- Reduced hours of operation (e.g., owl, midday and/or weekend)
    -- Reduced frequencies in specific time periods (e.g., owl, weekend)

- *Table 6* lists the routes in the Support Network and indicates the proposed service reductions.

- Certain service reductions will not take effect until replaced by Flexible Service demonstration projects discussed later in this report.

- Given that most Support Network routes do not run all day or night, the CTA is committed to improving the distribution of bus timetables, complementing the recent posting of rail station timetables. When practical, bus sign information will also be revised to clearly communicate hours of operation of these routes.

- Changes to the Support Bus Network will affect 3.2 percent of all CTA bus rides and 2.1 percent of rides on the entire system.

- The proposed service changes for the Support Network yield a cost savings of $23.1 million and are summarized in *Table 7*.

- 2.1 percent of all CTA rides are affected by these service reductions.

  Appendix B details the proposed changes.

CTA/ Booz Allen and Hamilton

Exhibit 7

Support Bus Routes

1 Flexible Service Area

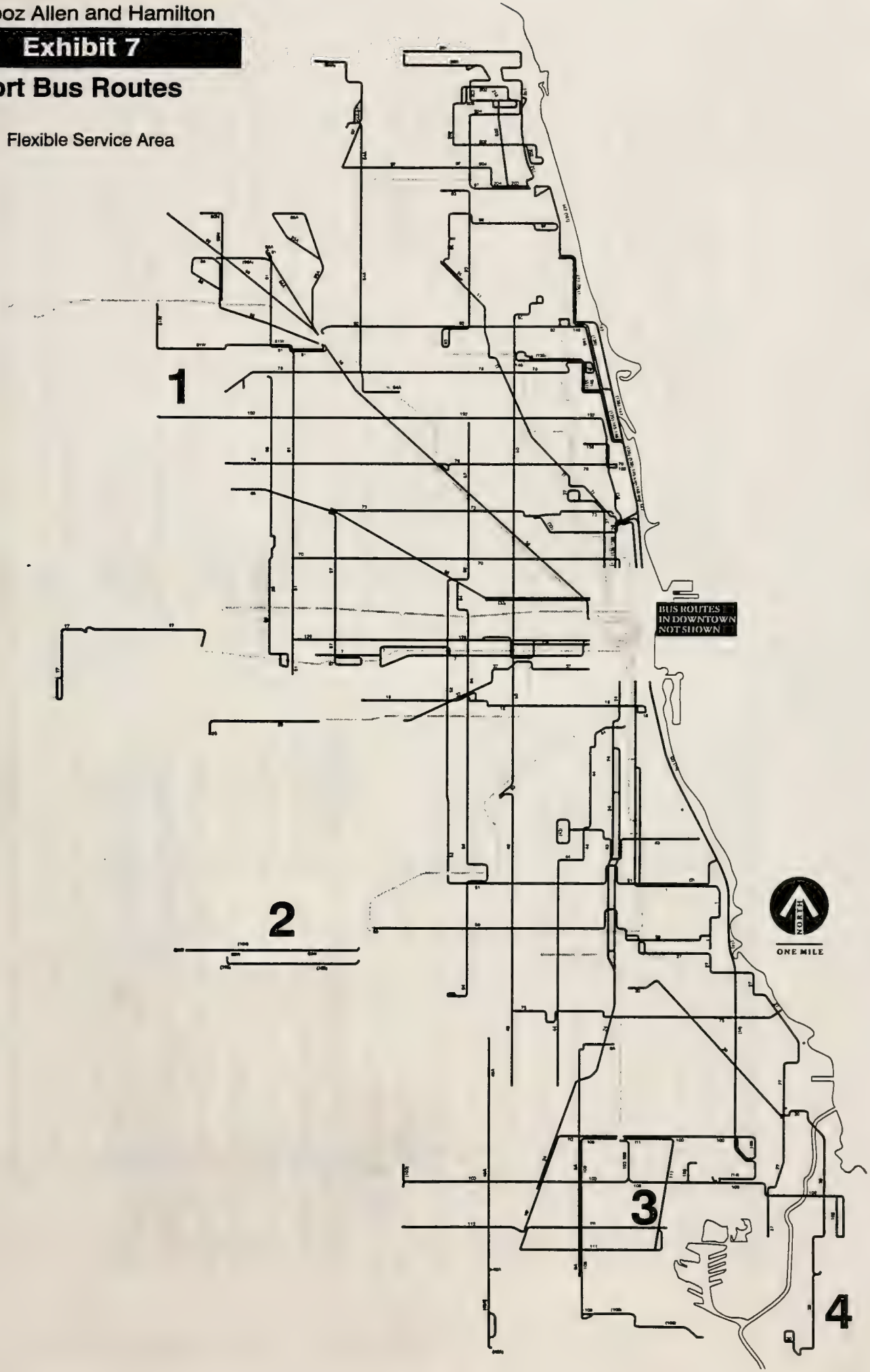


TABLE 6
SUPPORT NETWORK

X = Service currently offered with no service changes. H = Reduced hours proposed. E = Eliminated day/period of service proposed.
S = Shortened route proposed. (*blank*) = Service not currently offered

RT #	ROUTE NAME	WK	SA	SU	OWL
1	Indiana/Hyde Park	H	E	E	
2	Hyde Park Express	X			
N5	South Shore Night Bus				X
7	Harrison	H	E	E	
8A	South Halsted	H	H	H	
11	Lincoln	HS	H	H	
14	S. Lake Shore Express	X			
17	Westchester	H			
18	16th/18th	H	H	H	
24	Wentworth	HS	E	E	
25	West Cermak	X	H	H	
27	South Deering	S	S	E	
30	South Chicago	H	E	E	
33	Mag. Mile Express	H			
37	Sedgwick/Ogden	H			
43	43rd	H	H	H	
44	Wallace/Racine	S	H	H	
48	South Damen	H			
49A	South Western	H	E	E	
50	Damen	H	H	H	
51	51st	H	H	H	
52	Kedzie/California	H	H	H	E
54A	N. Cicero/Skokie Blvd	X			
56	Milwaukee	X	X	X	E
56A	North Milwaukee	H			
57	Laramie	H	H	H	
59	59th/61st	H	H	E	
63W	West 63rd	H	E	E	
65	Grand	H	H	H	
68	Northwest Highway	H	E	E	
70	Division	X	X	X	
73	Armitage	H	H	H	
75	74th/75th	H	H	H	
76	Diversey	H	H	H	
78	Montrose	H	H	H	
81W	West Lawrence	H	H	E	
85A	North Central	H	E		

RT #	ROUTE NAME	WK	SA	SU	OWL
86	Narragansett	S	E	E	
88	Higgins	HS	HS	E	
90N	North Harlem	H	E		
91	Austin	H	H	H	
92	Foster	H	H	H	
93	North California	H	H		
94	South California	H	H	H	
96	Lunt	HS	E	E	
97	Skokie	H	H	H	
100	Jeffery Manor Express	H			
103	West 103rd	H	H	H	
106	103rd/106th	HS	HS	S	
108	Halsted/95th	H	E	E	E
111	111th/115th/Pullman	H	H	H	
112	Vincennes/111th	H	H	H	
120	NW/Wacker Express	H			
121	Union/Wacker Express	H			
122	Ill. Center/NW Express	H			
123	Ill. Center/Union Express	H			
125	Water Tower Express	H			
126	Jackson	H	H	H	
127	NW/McCormick Place	H			
129	NW/Franklin	H			
135	Wilson/LaSalle Express	X			
136	Sheridan/LaSalle Express	X			
145	Wilson/Michigan	X	X	X	
146	Marine/Michigan	X	X	X	
147	Outer Drive Express	X	X		
152	Addison	H	H	H	
156	LaSalle	X			
157	Streeterville	H			
165	West 65th	X			
201	Central/Sherman	X	H		
202	Main/Emerson	H			
203	Ridge/Grant	X			
204	Dodge	X	E		

TABLE 7
SUPPORT NETWORK

Day of Week	Present No. of Routes	PROPOSED SERVICE CHANGES		Daily Passenger Trips Affected	Percent of Daily Bus Passenger Trips	Percent of All Daily CTA Passenger Trips	Annual Operating Costs Saved *(in millions)*
		No. of Routes with Days or Hours of Service Reduced	No. of Routes with Route Segments Eliminated				
Weekday	73	50	8	25,500	2.8%	1.9%	$ 16.3
Saturday	50	51	0	26,100	5.1%	3.7%	$ 3.5
Sunday	44	39	1	17,600	5.2%	3.8%	$ 3.3
						SAVINGS	$ 23.1

Annual passenger trips affected by Support Network service reductions are 2.1 percent of all CTA passenger trips.

IN GENERAL, TEN BUS ROUTES PROPOSED FOR IMMEDIATE ELIMINATION HAVE THE LOWEST RIDERSHIP AND HIGHEST COST OF ANY CTA ROUTES. IN ALL CASES, THERE ARE NEARBY ALTERNATIVE SERVICES AVAILABLE. IN ADDITION, FIVE OTHER LOW-PRODUCTIVITY BUS ROUTES WILL BE ELIMINATED. THEY, HOWEVER, WILL NOT BE ELIMINATED UNTIL DEMONSTRATION PROJECTS OF FLEXIBLE TRANSIT SERVICES ARE CREATED TO PROVIDE ALTERNATIVE TRANSPORTATION.

- These routes proposed for elimination have three defining features;

  -- They are the lowest performing in the CTA network in terms of ridership, productivity, and revenue.
  -- They are not required for network coverage (i.e., the one-mile grid).
  -- With the ten routes proposed for immediate elimination, an alternative route is nearby to accommodate demand. Where no alternative route is available within an area, Flexible Services are recommended for development. *Table 8* lists the proposed Eliminated Routes and are mapped in *Exhibit 8*. Flexible Services are discussed later in this report.

- The Eliminated Routes consume two percent of total CTA operating costs, while serving less than one percent of passengers.

- Riders per bus mile average 1.84, half the bus network average of 3.65.

- A route-by-route analysis failed to develop viable service change strategies which might improve performance sufficiently to include these routes in the Support Network.

- Most riders are expected to divert to another transit service and are not lost due to route eliminations.

- Five of the proposed eliminated routes are in community areas where the combined service reductions would isolate the neighborhoods in which they operate. In these instances, lower cost Flexible Service will be demonstrated as a replacement.

- Because they have the lowest ridership of any CTA service, eliminating these routes affects only a small percentage of CTA rides--0.7 percent. Ridership on these routes equals 1.1 percent of CTA bus rides.

- Elimination of the routes proposed yields a net cost saving of $7.5 million. (Summarized in *Table 9.)*

Appendix B details the proposed changes.

TABLE 8
ELIMINATED ROUTES

E = Service proposed for elimination. (*blank*) = No service offered.

PHASE I

RT #	ROUTE NAME	WK	SA	SU	NIGHT OWL	AVAILABLE ALTERNATIVE SERVICE
16	Lake Street	E	E	E		#20 Madison, Green Line (west branch)
31	31st	E	E			#35 35th
32	West 31st	E				#60 Blue Island
41	Elston/Clybourn	E				North/South and East/West grid routes
42	Halsted/Archer	E				#8 Halsted, Orange Line
99	Stevenson Express	E				#62 Archer, Orange Line
104	Pullman/Altgeld	E				#34 South Michigan
110	Marquette	E				#63 63rd
131	Washington	E				#20 Madison, Green Line Lake west branch
164	Narragansett Express	E				#62 Archer, #63W West 63rd, Orange Line

PHASE II - Routes Eliminated With Flexible Services Start-Up

55A	55th/Austin	E				#62 Archer, #63W West 63rd (Flexible Services Proposed)
55N	55th/Narragansett	E	E			#62 Archer, #63W West 63rd (Flexible Services Proposed)
62H	Archer-Harlem	E	E			#62 Archer, #63W West 63rd (Flexible Services Proposed)
64	Foster/Canfield	E				Flexible Services
69	Cumberland/East River	E				#81W West Lawrence (Flexible Services Proposed)

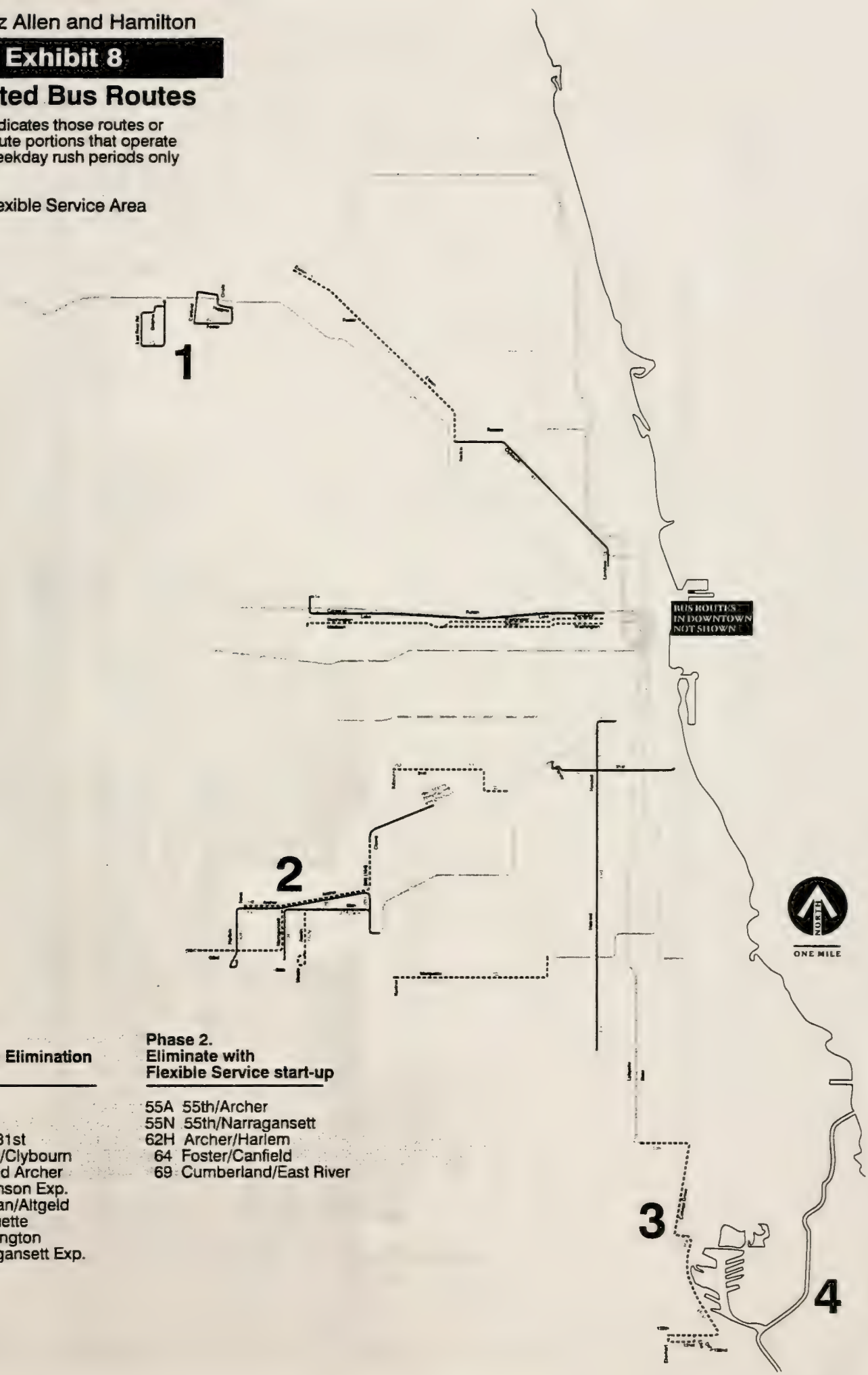
CTA/ Booz Allen and Hamilton

Exhibit 8

Eliminated Bus Routes

---------- Indicates those routes or route portions that operate weekday rush periods only

1 Flexible Service Area



Phase 1.
Immediate Elimination

16 Lake
31 31st
32 West 31st
41 Elston/Clybourn
42 Halsted Archer
99 Stevenson Exp.
104 Pullman/Altgeld
110 Marquette
131 Washington
164 Narragansett Exp.

Phase 2.
Eliminate with
Flexible Service start-up

55A 55th/Archer
55N 55th/Narragansett
62H Archer/Harlem
64 Foster/Canfield
69 Cumberland/East River

TABLE 9
ELIMINATED ROUTES

Day of Week	Present No. of Routes	No. of Eliminated Routes	Daily Passenger Trips Affected	Percent of Daily Bus Passenger Trips	Percent of All Daily CTA Passenger Trips	Annual Operating Costs Saved *(in millions)*
Phase 1 - To Proceed Upon Adoption						
Weekday	15	10	8,900	1.0%	0.7%	$ 5.1
Saturday	4	2	1,000	0.2%	0.1%	$ 0.3
Sunday	1	1	700	0.2%	0.1%	$ 0.2
					Subtotal	**$ 5.6**
Phase 2 - Deferred for Flexible Service						
Weekday	15	5	3,100	0.4%	0.2%	$ 1.8
Saturday	4	1	600	0.1%	0.1%	$ 0.1
Sunday	1	0	0	0.0%	0.0%	$ 0.0
					Subtotal	**$ 1.9**
					TOTAL SAVINGS	**$ 7.5**

Annual passenger trips affected by Eliminated Category routes are 0.7 percent of all CTA passenger trips.

CTA NIGHT OWL SERVICES ARE PROPOSED FOR RESTRUCTURING.

- CTA Night Owl Service is defined as the service provided by bus and rail routes operating throughout the 12:00 midnight to 5:00 a.m. period; 31 CTA bus routes and 4 rail routes provide Night Owl Service. *Table 10* lists these services, and *Exhibit 9* is a map of the present Night Owl Network. Overall cost for providing these services is $20.2 million.

- The current productivity of the CTA's Night Owl Service is lower than that of any other CTA service.

- The owl period accounts for only about 1.6 percent of all CTA rides. For instance, many Night Owl bus services carry fewer than 15 passenger trips per hour compared to the bus system average of 39. On rail, owl productivities range from 30 (Green Line) to 120 (Red Line) passenger trips per train hour compared to the rail system overall average of 355 per train hour.

- Owl riders represent a small CTA market with a number of unique aspects:

    -- Owl service users are highly transit-dependent--86 percent of all owl riders have no automobile available for their travel needs; 43 percent live in households without a vehicle compared to 27 percent for all CTA riders.

-- Owl users have routine and fairly consistent travel patterns--71 percent of owl trips are work-related compared to only 42 percent of all CTA rider trips.

-- The Night Owl Service is most heavily used at the beginning and end of the owl time period. About one-third of owl passengers ride in the hour between midnight and 1:00 a.m. and one-third in the hour between 4:00 and 5:00 a.m. According to data supplied by the Chicagoland Chamber of Commerce, most shift changes occur between 11 p.m. and midnight and between 6 a.m. and 7 a.m.

TABLE 10
EXISTING NIGHT OWL SERVICE

Bus Routes		Rail Routes
N4	Cottage Grove	Red Line
N5	South Shore	Howard branch
N8	Halsted	Dan Ryan branch
N9	Ashland	
N12	Roosevelt	Blue Line
N20	Madison	O'Hare branch
N22	Clark	Congress branch
N28	Stony Island	Douglas branch
N29	State	
N34	South Michigan	Green Line
N35	35th	Lake branch
N47	47th	Englewood, East 63rd branches.
N49	Western	
N52	Kedzie/California	Purple Line
N53	Pulaski	
N54	Cicero	
N55	Garfield	
N56	Milwaukee	
N60	Blue Island/26th	
N62	Archer	
N63	63rd	
N66	Chicago	
N72	North	
N77	Belmont	
N79	79th	
N81	Lawrence	
N85	Central	
N87	87th	
N108	Halsted/95th	
N119	Michigan/119th	
N151	Sheridan	

CTA/ Booz Allen and Hamilton

Exhibit 9

Existing Night Owl Service

owlnow.fh5

THE NEW NIGHT OWL SERVICE IS TAILORED TO REFLECT ACTUAL DEMAND AND MINIMIZE RIDER IMPACT.

- The restructured Night Owl bus and rail network was designed to provide the greatest amount of service during the periods of highest ridership. The proposal provides:

  -- Continuous service for the entire owl period (between midnight and 5:00 a.m.) on ten bus routes over their entire length.

  -- Continuous service on a portion of five bus routes.

  -- Elimination of service between approximately 1:00 a.m. and 4:00 a.m. on 16 bus routes.

  Table 11 lists the proposed Night Owl network. *Exhibit 10* is a map of the proposed network.

  Appendix B details the proposed changes.

- Low-ridership rail lines are proposed to be replaced with expanded bus service or accommodated by existing service nearby:

-- Expanded and modified #201 bus service (#N201) between Howard and Linden is proposed to replace the Purple Line reduction.

-- The #20 Madison bus route (#N20) is proposed to be extended to Lake and Harlem to replace the Green Line Lake Street branch.

-- The Green Line South branch passengers can be accommodated by the Red Line and existing bus service.

-- Blue Line service on the Douglas branch can be accommodated by existing bus service.

Appendix A details the proposed changes.

- Additional night service continues to be available on several bus routes which overlap portions of the owl period but do not run continuously through the period.

- This owl proposal provides the bulk of service between midnight and 1 a.m. and 4 a.m. to 5 a.m.

The proposed owl period service reductions would affect 2,000 passenger trips per day or 0.2 percent of all CTA rides. Of the 23,000 owl period riders, 8.7 percent will see a change.

TABLE 11
PROPOSED NIGHT OWL SERVICE

Bus Routes	Rail Routes
N5 South Shore Night Bus	Red Line
N9 Ashland; service eliminated north of North Avenue	Howard branch
N20 Madison; extended to Harlem/Lake	Dan Ryan branch
N22 Clark	
N34 South Michigan	Blue Line
N49 Western	O'Hare branch
N55 Garfield	Congress branch
N60 Blue Island/26th	
N62 Archer; service eliminated west of Cicero	
N63 63rd	
N66 Chicago; service eliminated west of Pulaski	
N77 Belmont; service eliminated west of Central	
N79 79th	
N81 Lawrence	
N151 Sheridan; service eliminated north of Lawrence	
N201 Evanston Night Bus; replacement service for Purple Line	

Routes proposed to no longer operate all night:

Bus: N4, N8, N12, N28, N29, N35, N47, N52, N53, N54, N56, N72, N85, N87, N108, N119

Rail: Purple, Green, Blue-Douglas branch

CTA/ Booz Allen and Hamilton

Exhibit 10

Proposed Night Owl Network
From 1am to 4am

Howard
Jarvis
Morse
Loyola
Granville
Thorndale
Bryn Mawr
Berwyn
Argyle
Lawrence
Wilson
Sheridan
Addison
Belmont
Fullerton
North/
Clybourn
Clark/
Division
Chicago
Grand
Lake
Harrison
Roosevelt
Cermak-
Chinatown
35th-
Bronzeville
IIT
47th
Garfield
63rd
69th
75th
79th
87th
95th
DAN RYAN
Jeffersen
Park
Montrose
Irving Park
Addison
Belmont
Logan
Square
California
Western
Damen

NEW "FLEXIBLE" TRANSIT SERVICES, USING SMALL BUSES OR VANS, WILL BE DEMONSTRATED IN FOUR AREAS WHICH HAVE LOW RIDERSHIP BUT LIMITED ALTERNATIVE SERVICE. THESE PILOT PROGRAMS WILL TEST THE COST-EFFECTIVENESS AND PRACTICALITY OF THESE NEW SERVICES.

Rail and fixed-route bus services continue to be the most effective means of serving the majority of the CTA's markets. However, in several locations there is insufficient use of transit at certain times (midday, evening or weekends) for CTA to continue to maintain route service. In these cases, Flexible Services are proposed.

Flexible Services offer innovative ways to meet low-volume demand with cost-effective services.

- Flexible Services closely align service levels with rider demand, and the cost per trip is stable over a wide range of demand. When demand is low, Flexible Services are inexpensive and reliable. But as demand increases, costs increase rapidly and reliability is lost. (For instance, in demand-response services, keeping promised pick-up times becomes more difficult when many people try to use the service.)

- Flexible Services include a variety of new methods of operating service.

  -- **Route Deviation Services**
  Service would be provided by vans or small buses. They would travel along a main route, but could deviate a short distance (one-quarter to three-quarter miles) to pick up or drop off customers. Deviations could be scheduled in advance or upon boarding the vehicle.

  -- **Point Deviation Service**
  Service is provided at Key points (rail stations, shopping centers, major attractions, job centers) on a scheduled basis, but does not have a specific route to follow between Key stops. Customers may board vehicles at these Key points according to a fixed schedule, or may call and request a pickup or drop-off within a designated area.

  -- **Subscription Services**
  Customers who travel on a routine basis (e.g., two times a week between the same pickup and drop-off locations) may call and subscribe to prescheduled service. The customer calls only once to subscribe. Service is curb-to-curb for short trips or curb-to-the-nearest-bus-or-rail for longer trips.

-- **Dial-a-Ride or Shared-Ride Taxi Services**
This demand-responsive system provides curb-to-curb transportation to passengers who request pickup or drop-off by telephone either on an ad hoc or subscription basis.

- Flexible Services can potentially serve low-volume passenger demand at a cost below CTA bus operation.

- Flexible Services are recommended for areas currently served by some routes proposed for service reductions.

DEMONSTRATION PROJECTS USING FLEXIBLE SERVICES ARE RECOMMENDED IN FOUR AREAS.

Four communities exhibit ridership levels too low to continue to justify fixed-route services in all time periods and will have limited availability of fixed-route services, if proposals are adopted. The location of these areas on the periphery of the service area makes them good candidates for pilot projects testing new types of services.

The demonstration projects could be initiated with little disruption of established service networks. While generally of low density, each of the areas are compact and have street networks where a small number of vans or buses can circulate freely.

These areas are mapped in *Exhibit 11* and their characteristics summarized in *Table 12.*

- The **Far Northwest**--This area's population density is moderate to somewhat higher on the east. Employment is focused at the Cumberland and Harlem Blue Line rail stations, at Lawrence and Harlem Avenues, and the Edison Park Business District. Existing bus service is provided largely by feeder routes to the Blue Line.

  Flexible alternatives in the Far Northwest area are most likely to include many-to-one dial-a-ride and route- deviation services. With many-to-one dial-a-ride availability customers may call in

from anywhere within the area to request service to a predetermined point (or points) within the area--for example, to the Harlem or Cumberland stations.

In addition, route-deviation service may be provided. This service operates on a semi-fixed schedule in defined corridors--west and northwest from the Jefferson Park station in this area, for example. Passengers may access service by calling and requesting a pickup within the corridor or by flag stop. Once aboard, passengers may request a drop-off anywhere within the corridor.

- The **Midway Airport Community**--This community consists of moderately dense residential areas, largely west of the airport, with significant employment at an industrial park at 63rd Street and Harlem Avenue. Existing service is provided largely by feeder bus to the new Orange Line, opened in 1993. Bus route 165, designed to provide employee transportation to the industrial park, will be maintained. The area could potentially benefit from a flexible route-deviation service that connects both Ford City Shopping Center and the Midway CTA station to the community to the west.

- The **Far South**--This moderate-to-high density residential area is located generally between the Dan Ryan and Calumet by feeder bus to the 95th/Dan Ryan station. Flexible Services may include route-deviation services to the 95th/Dan Ryan rail station and many-to-one dial-a-ride serving a Metra Electric station.

- The **Far Southeast**--This low-to-moderate density residential area is somewhat isolated from the rest of Chicago. The Ford auto plant is a major employer to the west. Existing transit in the area consists of a single CTA bus route and a South Shore train station. Flexible Services may include a dial-a-ride service and a subscription service serving the auto plant.

The recommended demonstration projects offer potential for the CTA to provide innovative, and cost-effective service designed to meet the particular needs of each community. Extensive community input will be sought. If successful, these demonstration projects could serve as prototypes for other CTA-served communities.

$4 million has been allocated for Flexible Services in this proposal, with the potential of replacing $6 million of existing service.

CTA/ Booz Allen and Hamilton

Exhibit 11

Proposed Flexible Service Demonstration Projects

TABLE 12
FLEXIBLE SERVICE PILOT PROJECTS

	Service Area	Potential to Replace	Proposed Eliminated Service during:
1.	**Far Northwest**: Approx. 15 sq. mi. North of Irving Park Road and west of Central Avenue to city boundaries.	#56A 64 69 81W 85A 88 90N	Weekday, evening. Weekday, all times. Weekday, all times. Weekday and Saturday evenings; Saturday, all times. Weekday, evening. Weekday and Saturday evenings; Sunday, all times. Weekday, evening; Saturday, all times.
2.	**Midway Airport Community**: Approx. 7 sq. mi. South of 51st to 65th, west of Cicero to Archer with service to Ford City.	#55A 55N 62H 63W	Weekday, all times. Weekday and Saturday, all times. Weekday and Saturday, all times. Weekday, evening; Saturday and Sunday, all times.
3.	**Far South**: Approx. 9 sq. mi. South of 95th to 127th, east of Vincennes to I-94.	#103 111 112	Weekday, Saturday, Sunday evenings. Weekday, Saturday, Sunday evenings. Weekday, Saturday, Sunday evenings.
4.	**Far Southeast**: Approx. 4 sq. mi. East of Torrence to Indiana border, south of 118th to Brainard.	#30	Weekday, evening; Saturday and Sunday, all times.

THE RECOMMENDED PROPOSALS IMPROVE SERVICE PRODUCTIVITY AND PROVIDE THE CTA WITH THE FLEXIBILITY TO INVEST IN NEW SERVICES.

The proposals:

- Reflect major changes in Chicago's population density and travel patterns.
- Offer services based on realistic market demand.
- Provide service in all areas of the city and all time periods.
- Allocate resources to the CTA's most productive markets.
    - -- Maintain high-quality service for the highest-volume travel markets on the rail system.
    - -- Preserve high-frequency coverage of the service area by concentrating resources in the Key and Support Bus Networks.
    - -- Offer the ability to invest in improvements to the redesigned networks.
- Provide the flexibility to serve low-ridership areas or time periods with innovative new methods of operating that offer models for the future.
- Allow the CTA to provide comprehensive service coverage within its budget.
- Establish a foundation for long-term stability.

TABLE 13
SERVICE CHANGE SUMMARY

Day of Week	Present No. of Routes	Proposed Service Changes				Daily Passenger Trips Affected by Reductions	As Percent of All Daily CTA Passenger Trips
		No. of Routes with Days or Hours of Service Reduced	No. of Routes with Route Segments Eliminated	No. of Routes with All Service Eliminated *Phase 1* | *Phase 2*			
Rapid Transit							
Weekday	7	3	0	0	0	500	< 0.1%
Saturday	6	2	1	n/a	n/a	7,200	1.0%
Sunday	6	2	1	n/a	n/a	5,400	1.2%
Bus							
Weekday	134	69	14	10	5	40,000	3.0%
Saturday	100	74	9	n/a	n/a	32,700	4.6%
Sunday	91	60	7	n/a	n/a	22,400	4.8%

Annual passenger trips affected by service reductions are 3.3 percent of all CTA passenger trips.

Phase 1 - To proceed upon adoption.
Phase 2 - Deferred for Flexible Service.

TABLE 14
IMPACT OF SERVICE CHANGES IN SELECTED PERIODS OF SERVICE

Period		Daily Passenger Trips Affected			Percent of Total System Passenger Trips in Period
		Rail	Bus	Combined	
Weekday	Midday 10 a.m. - 2 p.m.	0	6,300	6,300	2.0%
	Evening 7 p.m. - midnight	0	4,200	4,200	3.6%
	Owl midnight - 5 a.m.	500	1,500	2,000	8.7%
Saturday - All day		7,200	32,700	39,900	5.6%
Sunday - All day		5,400	22,400	27,800	6.0%

Annual passenger trips affected by service reductions are 3.3 percent of all CTA passenger trips.

TABLE 15
SUMMARY SERVICE RECOMMENDATIONS

Action		Annual Operating Costs Saved *(in millions)*	
Rail Network		$	2.3
Key Network Improvements		$	(3.0)
Key Network Reductions		$	4.9
Support Network Reductions		$	23.1
Eliminated Routes	Proposed for Immediate Elimination	$	5.6
	Deferred Pending Flexible Service Implementation	$	1.9
	sub-total	$	**34.8**
Fare Revenues Lost		$	(6.0)
	net savings	$	**28.8**
Pilot Flexible Services		$	(4.0)
	FINAL SAVINGS	$	**24.8**

Note: Service changes in owl period, including rail replacement services, are incorporated in Savings.

WITH STABILITY, CTA CAN BEGIN TO LOOK AT INNOVATIONS AND IMPROVEMENTS.

By undertaking the tough steps outlined in this proposal, the CTA will be able to pursue innovations and improvements in the future. Much of the most unproductive services will have been reduced, raising overall productivity and reducing operating costs.

With improved productivity and reduced operating costs, CTA will be able to address service improvement in the following areas:

- **Area-Wide Mobility**
  The Key Network consisting of both rapid transit and major bus routes provides the framework for future improvements that provide higher speeds and more convenient service. Under consideration are:

  -- High-speed bus services in corridors where there is no rapid transit. Potential locations include north-south corridors such as Western or Cicero and potential east-west corridors north and south of downtown. One possibility may be a precursor service for the planned Mid-City Transitway.

- **Community Systems**
  The proposed Flexible Service demonstration projects, if successful, can be expanded to other communities to provide access from nearby residences to neighborhood shopping areas and connections to rapid transit and key bus network.

- **Market Niches**
  Working directly with communities, businesses and employers, CTA will be able to fine-tune its services with adjustments to schedules to meet demand.

BEYOND THE PLAN

CTA's long-term viability requires:

- Reversal of decline in population and employment in Chicago and CTA-served suburbs. Investment that brings people and jobs improves both the base for riders and the base for sales tax funding.

- Improvement of CTA's share of all trips made in the service area.

To these ends:

- CTA will give priority in its service investment to support the economic development strategies of Chicago and CTA suburbs.

- CTA will focus on customer service and customer friendliness in design and operation of its services.

- CTA will market and promote its services to attract new riders. It will work with employers, businesses and others to create attractive service options for specific markets and promote them.

- CTA will improve the reliability, security, and cleanliness of its buses and trains, and at its bus stops and stations. Graffiti removal will remain a priority.

- CTA will invite communities to be involved in adding amenities such as landscaping, benches, community identifiers to stops and stations, and in keeping stops and stations up to community standards.

- CTA will work with Chicago and suburban municipalities to reduce auto interference and disruptions from construction and other street closures. Of particular priority is the removal of parked cars and trucks from bus stops and bus lanes.

- CTA will work with Chicago and municipal zoning and planning officials, developers and community organizations to retain and improve the pedestrian and transit-friendly character of our communities. Chicago's density depends upon many trips being made by walking or on the CTA.

APPENDIX A

Proposed Rail Service Changes

May 1997

May 1997

Route (Branch)	Day of Week	Proposal	Passenger Trips Affected	Annual Savings
PURPLE	Weekday	Eliminate service from 1 a.m. to 5 a.m.	150	$ 145,000
	Saturday	Eliminate service from 2 a.m. to 6 a.m.	250	$ 30,000
	Sunday	Eliminate service from 2 a.m. to 7 a.m.	300	$ 54,000
GREEN	Weekday	Eliminate service from 1 a.m. to 4 a.m.	200	$ 349,000
	Saturday	Eliminate service from 1 a.m. to 6 a.m.	600	$ 129,000
	Sunday	Eliminate service from 1 a.m. to 7 a.m.	450	$ 252,000
BLUE (Douglas)	Weekday	Eliminate service from 1 a.m. to 4 a.m.	200	$ 124,000
	Saturday	Eliminate service all day.	6,350	$ 593,000
	Sunday	Eliminate service all day.	4,600	$ 606,000
			RAIL SYSTEM TOTAL	$ 2,282,000

CTA / Booz-Allen & Hamilton Service Restructuring Proposal

May 1997

APPENDIX B

Proposed Bus Service Changes

May 1997

CTA / Booz-Allen & Hamilton Service Restructuring Proposal

May 1997

* - *Please See Additional Comments below*

APPENDIX B: BUS SERVICE PROPOSALS *WEEKDAY*

Rte #	Route Name	Plan Route Type	Total Route Var. Cost Rec.	Total Route Pass. per Mile	PROPOSAL Hours Eliminated	PROPOSAL Rte Segments Eliminated/Extended See Appendix C for Route Maps	DAILY Passenger Trips Affected	ANNUAL Annual Savings	
WEEKDAY SYSTEM AVERAGE:			**69%**	**3.65**					
1	Indiana/Hyde Park	Support	55%	3.38	5:00-6:00a, 7:00p-12:00m		737	$544,000	
2	Hyde Park Express	Support	61%	2.84					
3	King Drive	Key	73%	4.25					
4	Cottage Grove	Key	79%	4.68	1:00-4:00a		143	$215,000	
N5	South Shore Night Bus	Support	30%	1.17					
6	Jeffery (Express & Local)	Key	52%	2.71	12:00m-1:30a		81	$101,000	
7	Harrison	Support	68%	4.61	5:30-6:00a, 7:00-9:00p		311	$228,000	
8	Halsted	Key	77%	5.20	1:00-4:00a		155	$278,000	
8A	South Halsted	Support	52%	2.87	5:00-6:00a, 8:00p-1:30a	Extend to 127th (9:00a-2:00p)	564	$202,000	*
9	Ashland	Key	72%	4.46		Eliminate North of North Ave. (owl)	50	$63,000	
11	Lincoln	Support	53%	3.94	5:00-6:00a, 7:00-11:00p plus	Eliminate South of North Ave.	3,738	$1,455,000	
12	Roosevelt	Key	58%	3.61	1:00-4:00a		92	$126,000	
14	South Lake Shore Express	Support	54%	2.37					
16	Lake Street	Eliminated	30%	1.80	SERVICE ELIMINATED		2,238	$1,556,000	
17	Westchester	Support	34%	1.71	4:30-6:00a, 9:00a-2:00p, 7:00-10:30p		396	$253,000	
18	16th/18th	Support	38%	2.28	4:30-6:00a, 9:00a-2:00p, 6:00-10:30p		974	$683,000	
20	Madison	Key	83%	5.29		Extend to Harlem/Lake (owl)	N/A	($51,000)	*
21	Cermak	Key	65%	4.07	11:00p-12:00m		66	$76,000	
22	Clark	Key	98%	6.34					
24	Wentworth	Support	41%	2.19	4:30-5:00a, 8:00p-12:00m plus	Eliminate South of 79th	1,890	$1,138,000	
25	West Cermak	Support	99%	7.88					
27	South Deering	Support	47%	2.66		Eliminate South of 92nd	1,147	$531,000	
28	Stony Island	Key	73%	4.44	1:00-4:00a		96	$139,000	
29	State	Key	73%	4.26	1:00-4:00a		109	$177,000	
30	South Chicago	Support	47%	2.36	4:00-6:00a, 7:00-10:30p		366	$341,000	
31	31st	Eliminated	30%	2.01	SERVICE ELIMINATED		246	$164,000	
32	West 31st	Eliminated	22%	1.73	SERVICE ELIMINATED		166	$177,000	
33	Magnificent Mile Express	Support	60%	3.62	'6:00-6:30a, 9:00-9:15a		50	$38,000	
34	South Michigan	Key	67%	3.49					
35	35th	Key	62%	4.35	1:00-4:00a		37	$89,000	
36	Broadway	Key	90%	6.34					
37	Sedgwick/Ogden	Support	44%	2.77	5:00-6:00a, 10:00a-2:00p, 6:00-7:30p		768	$632,000	

* - *Please See Additional Comments below*

APPENDIX B: BUS SERVICE PROPOSALS *WEEKDAY*

Rte #	Route Name	Plan Route Type	Total Route Var. Cost Rec.	Total Route Pass. per Mile	PROPOSAL Hours Eliminated	PROPOSAL Rte Segments Eliminated/Extended See Appendix C for Route Maps	DAILY Passenger Trips Affected	ANNUAL Annual Savings	
WEEKDAY SYSTEM AVERAGE:			**69%**	**3.65**					
39	Pershing	Key	54%	2.95					
41	Elston/Clybourn	Eliminated	36%	2.11	SERVICE ELIMINATED		1,989	$1,100,000	
42	Halsted/Archer	Eliminated	45%	2.60	SERVICE ELIMINATED		1,492	$569,000	
43	43rd	Support	44%	2.92	7:00p-12:00m		122	$139,000	
44	Wallace/Racine	Support	58%	3.49		Eliminate North of Archer/Canal	2,644	$1,075,000	
47	47th	Key	70%	4.22	1:00-4:00a		94	$139,000	
48	South Damen	Support	57%	3.34	5:00-6:00a, 9:00a-2:00p, 6:00-7:00p		593	$253,000	
49	Western	Key	75%	4.50					
49A	South Western	Support	38%	2.10	4:30-6:00a, 9:00a-2:00p, 7:00p-2:00a		648	$341,000	
49B	North Western	Key	97%	5.13					
50	Damen	Support	66%	4.03	4:30-5:00a, 10:00p-12:30a		313	$329,000	
51	51st	Support	64%	4.07	4:30-6:00a, 8:00p-12:00m	Extend to Lake Park	461	$51,000	*
52	Kedzie/California	Support	62%	3.87	11:00p-4:00a		367	$455,000	
52A	South Kedzie	Key	55%	3.04					
53	Pulaski	Key	86%	5.48	1:00-4:00a		125	$202,000	
53A	South Pulaski	Key	61%	3.46					
54	Cicero	Key	70%	4.41	1:00-4:00a		89	$139,000	
54A	North Cicero/Skokie Blvd.	Support	41%	2.08	5:00-6:00a, 10:00a-2:00p, 6:00-8:00p		574	$291,000	
54B	South Cicero	Key	58%	3.13	11:00p-12:00m		51	$63,000	
55	Garfield	Key	63%	3.06					
55A	55th/Austin	Eliminated	See Rt #55N		SERVICE ELIMINATED		See Route #55N Below		*
55N	55th/Narragansett	Eliminated	25%	1.66	SERVICE ELIMINATED		947	$835,000	*
56	Milwaukee	Support	79%	5.20	1:00-4:00a		109	$164,000	
56A	North Milwaukee	Support	34%	2.21	4:30-6:00a, 9:00a-2:00p, 6:00-11:00p		254	$240,000	
57	Laramie	Support	80%	6.16	4:00-6:00a, 7:00-7:30p		86	$63,000	
59	59th/61st	Support	53%	3.20	5:00-6:00a, 8:00p-12:30a		354	$291,000	
60	Blue Island/26th	Key	81%	5.25					
62	Archer Local	Key	53%	2.81		Eliminate West of Cicero (owl)	37	$51,000	
62H	Archer-Harlem	Eliminated	41%	2.55	SERVICE ELIMINATED		1,474	$696,000	*
63	63rd Street	Key	94%	6.16					
63W	West 63rd	Support	47%	3.02	5:30-6:00a, 7:00-11:00p		291	$202,000	
64	Foster/Canfield	Eliminated	35%	1.82	SERVICE ELIMINATED		308	$152,000	

* - *Please See Additional Comments below*

APPENDIX B: BUS SERVICE PROPOSALS *WEEKDAY*

Rte #	Route Name	Plan Route Type	Total Route Var. Cost Rec.	Total Route Pass. per Mile	PROPOSAL Hours Eliminated	PROPOSAL Rte Segments Eliminated/Extended See Appendix C for Route Maps	DAILY Passenger Trips Affected	ANNUAL Annual Savings	
WEEKDAY SYSTEM AVERAGE:			**69%**	**3.65**					
65	Grand	Support	60%	3.45	4:00-5:00a, 7:00-10:00p		413	$341,000	
66	Chicago	Key	93%	5.73		Eliminate West of Pulaski (owl)	39	$63,000	
67	67th/69th/71st	Key	85%	5.26					
68	Northwest Highway	Support	53%	2.86	4:00-6:00a, 9:00a-2:00p, 6:00-10:00p		699	$367,000	
69	Cumberland/East River	Eliminated	37%	1.77	SERVICE ELIMINATED		325	$164,000	*
70	Division	Support	89%	5.09					
71	71st	Key	105%	6.74					
72	North	Key	79%	5.15	1:00-4:00a		107	$190,000	
73	Armitage	Support	71%	4.55	4:00-5:00a, 8:00p-1:30a		404	$291,000	
74	Fullerton	Key	91%	5.41					
75	74th/75th	Support	68%	4.38	4:30-6:00a, 10:00p-12:30a		189	$164,000	
76	Diversey	Support	86%	4.52	11:00p-12:00m		60	$63,000	
77	Belmont	Key	84%	4.98		Eliminate West of Central (owl)	41	$51,000	
78	Montrose	Support	70%	4.14	4:30-5:00a, 10:00p-12:30a		210	$164,000	
79	79th	Key	84%	5.40					
80	Irving Park	Key	81%	5.00	12:00m-1:00a		47	$63,000	
81	Lawrence	Key	109%	6.62					
81W	West Lawrence	Support	44%	2.46	4:00-6:00a, 7:00p-1:30a		249	$240,000	
82	Kimball/Homan	Key	82%	4.97	12:00m-1:30a		53	$101,000	
84	Peterson	Key	80%	5.22					
85	Central	Key	88%	5.03	1:00-4:00a		63	$126,000	
85A	North Central	Support	40%	1.60	5:00-6:00a, 7:00p-12:30a		163	$89,000	
86	Narragansett	Support	47%	2.75		Eliminate South of Lake	569	$228,000	
87	87th	Key	65%	3.54	1:00-4:00a		73	$101,000	
88	Higgins	Support	56%	3.01	7:00p-12:30a plus	Eliminate West of Harlem (9:00a-2:00p	300	$202,000	
90	Harlem	Key	77%	4.97	11:00p-1:30a		24	$38,000	
90N	North Harlem	Support	26%	1.35	5:00-6:00a, 9:00a-2:00p, 6:00p-12:30a		190	$190,000	
91	Austin	Support	68%	4.01	10:00p-1:00a		203	$152,000	
92	Foster	Support	83%	4.59	3:30-4:00a, 12:00m-1:00a		22	$25,000	
93	North California	Support	71%	4.29	5:30-6:00a, 7:00-10:00p		127	$89,000	
94	South California	Support	66%	3.84	10:00p-12:30a		136	$190,000	
95E	93rd/95th	Key	55%	2.93		Eliminate North of 92nd/Buffalo	740	$392,000	

* - *Please See Additional Comments below*

APPENDIX B: BUS SERVICE PROPOSALS — WEEKDAY

Rte #	Route Name	Plan Route Type	Total Route Var. Cost Rec.	Total Route Pass. per Mile	PROPOSAL Hours Eliminated	PROPOSAL Rte Segments Eliminated/Extended See Appendix C for Route Maps	DAILY Passenger Trips Affected	ANNUAL Annual Savings	
WEEKDAY SYSTEM AVERAGE:			**69%**	**3.65**					
95W	95th	Key	72%	4.87	12:00m-2:00a		28	$51,000	
96	Lunt	Support	39%	2.40	7:00-9:30p plus	Eliminate South of Pratt/Kedzie	335	$228,000	
97	Skokie	Support	52%	3.20	10:00p-12:30a		187	$152,000	
99	Stevenson Express	Eliminated	21%	1.04	SERVICE ELIMINATED		680	$594,000	
100	Jeffery Manor Express	Support	49%	2.54	9:00a-3:00p, 7:00-9:30p	Extend to 112th/Avenue B	234	($76,000)	*
103	West 103rd	Support	43%	2.39	4:00-6:00a, 8:00p-1:30a		230	$291,000	
104	Pullman/Altgeld	Eliminated	43%	1.96	SERVICE ELIMINATED		660	$215,000	
106	103rd/106th	Support	39%	2.31	4:30-5:00a	Eliminate East of 103rd/Stony Island	1,342	$696,000	
108	Halsted/95th	Support	66%	3.65	9:00a-2:00p, 8:00p-6:00a		1,117	$531,000	*
110	Marquette	Eliminated	25%	1.30	SERVICE ELIMINATED		427	$291,000	
111	111th/115th/Pullman	Support	62%	3.07	4:30-5:00a, 8:00p-12:00m		340	$266,000	
112	Vincennes/111th	Support	49%	2.77	4:00-5:00a, 8:00p-1:00a		226	$291,000	
119	119th	Key	67%	3.49	1:00-4:00a		48	$25,000	
120	NW/Wacker Express	Support	52%	2.95	6:20-6:45a, 9:00-10:30a, 3:00-4:15p		67	$152,000	
121	Union/Wacker Express	Support	61%	3.38	6:20-6:45a, 9:00-10:00a, 3:15-4:00p		55	$76,000	
122	Illinois Center/NW Express	Support	53%	3.86	9:00-9:30a, 3:45-4:00p		32	$25,000	
123	Illinois Center/Union Exp.	Support	44%	3.35	9:00-9:30a, 3:15-4:00p		30	$38,000	
125	Water Tower Express	Support	55%	3.43	6:45-7:00a, 9:00a-3:00p		471	$379,000	
126	Jackson	Support	70%	3.95	12:00m-1:30a		51	$76,000	
127	NorthWestern/McCormick Pl.	Support	19%	0.98	6:20-7:00a, 9:00-10:00a, 3:30-4:00p		35	$101,000	
129	NorthWestern/Franklin	Support	20%	1.18	9:00-10:00a, 3:30-4:00P		40	$101,000	
131	Washington	Eliminated	43%	2.04	SERVICE ELIMINATED		1,005	$417,000	
135	Wilson/LaSalle Express	Support	68%	4.00					
136	Sheridan/LaSalle Express	Support	74%	4.06					
145	Wilson/Michigan (Exp.& Local)	Support	72%	4.66					
146	Marine/Michigan (Exp.& Local)	Support	67%	4.05					
147	Outer Drive Express	Support	61%	2.78					
151	Sheridan	Key	77%	5.15		Eliminate North of Lawrence (owl)	39	$76,000	
152	Addison	Support	69%	3.89	4:30-5:00a, 10:00p-1:00a		153	$228,000	
155	Devon	Key	92%	6.29					
156	LaSalle	Support	75%	4.93					
157	Streeterville	Support	85%	7.62	7:00-9:00p		87	$76,000	

** - Please See Additional Comments below*

APPENDIX B: BUS SERVICE PROPOSALS *WEEKDAY*

Rte #	Route Name	Plan Route Type	Total Route Var. Cost Rec.	Total Route Pass. per Mile	PROPOSAL Hours Eliminated	PROPOSAL Rte Segments Eliminated/Extended See Appendix C for Route Maps	DAILY Passenger Trips Affected	ANNUAL Annual Savings
WEEKDAY SYSTEM AVERAGE:			**69%**	**3.65**				
164	Narragansett Express	Eliminated	See Rt #99		SERVICE ELIMINATED		See Route #99 Above	
165	West 65th	Support	47%	3.20				
201	Central/Sherman	Support	36%	1.96		N201 extend to Central (12:30-5:30a)	N/A	($63,000)*
202	Main/Emerson	Support	21%	1.26				
203	Ridge/Grant	Support	45%	2.69				
204	Dodge	Support	62%	3.86				
						TOTALS	**39,948**	**$26,316,000**

TOTAL NUMBER OF WEEKDAY ROUTES: **134**

SPECIAL AND SEASONAL ROUTES

With Subsidy
- 10 Museum of Science and Industry
- 128 Soldier Field Express
- 154 Wrigley Field Express

Without Subsidy
- 19 Stadium Express
- 130 Grant Park Treasures

*** - ADDITIONAL COMMENTS**

Route	Description of Proposal
8A	Extension to 127th is replacement service for the #108 when it does not operate.
N20	Extension to Harlem/Lake is owl replacement service for the Green Line.
51	Extension to Lake Park is due to #1 service hours elimination.
55A	Route to be eliminated with replacement by Flexible services.
55N	Route to be eliminated with replacement by Flexible services.
62H	Route to be eliminated with replacement by Flexible services.
64	Route to be eliminated with replacement by Flexible services.
69	Route to be eliminated with replacement by Flexible services.
100	Extension to 112th/Avenue B is replacement service for the #106 elimination east of 103rd/Stony Island.
108	Rush period service only. Midday service to 127th is replaced by the #8A.
N201	Extension to Central is owl replacement service for the Purple Line.

* - *Please See Additional Comments Below*

APPENDIX B: BUS SERVICE PROPOSALS *SATURDAY*

Rte #	Route Name	Plan Route Type	Total Route Var. Cost Rec.	Total Route Pass. per Mile	PROPOSAL Hours Eliminated	PROPOSAL Rte Segments Eliminated/Extended See Appendix C for Route Maps	DAILY Passenger Trips Affected	ANNUAL Annual Savings	
	SATURDAY SYSTEM AVERAGE:		**56%**	**2.93**					
1	Indiana/Hyde Park	Support	46%	2.68	SERVICE ELIMINATED		3,988	$343,000	
3	King Drive	Key	54%	2.99					
4	Cottage Grove	Key	55%	3.20	1:00-4:00a		199	$44,000	
N5	South Shore Night Bus	Support	30%	1.17					
6	Jeffery (Express & Local)	Key	51%	2.70	12:00m-1:30a		152	$21,000	
7	Harrison	Support	35%	2.02	SERVICE ELIMINATED		959	$108,000	
8	Halsted	Key	49%	3.18	1:00-4:00a		188	$57,000	
8A	South Halsted	Support	34%	1.83	5:00-6:00a, 8:00p-1:30a	Extend to 127th	332	$22,000	*
9	Ashland	Key	67%	4.08		Eliminate North of North Ave. (owl)	50	$13,000	
11	Lincoln	Support	48%	3.36	5:00-6:30p		257	$34,000	
12	Roosevelt	Key	42%	2.51	1:00-4:00a		174	$26,000	
16	Lake Street	Eliminated	14%	0.88	SERVICE ELIMINATED		856	$240,000	
18	16th/18th	Support	27%	1.61	5:00-7:00a, 6:00p-12:00m		276	$72,000	
20	Madison	Key	58%	3.71		Extend to Harlem/Lake (owl)	N/A	($10,000)	*
21	Cermak	Key	48%	2.94	11:00p-12:00m		49	$15,000	
22	Clark	Key	85%	5.51					
24	Wentworth	Support	29%	1.52	SERVICE ELIMINATED		2,606	$333,000	
25	West Cermak	Support	39%	3.09	5:00-10:00a, 6:00p-11:30p		240	$39,000	
27	South Deering	Support	38%	2.17	8:00p-12:00m plus	Eliminate South of 92nd	670	$106,000	
28	Stony Island	Key	67%	4.16	1:00-4:00a		150	$28,000	
29	State	Key	57%	3.21	1:00-4:00a		235	$36,000	
30	South Chicago	Support	26%	1.27	SERVICE ELIMINATED		1,866	$260,000	
31	31st	Eliminated	15%	1.00	SERVICE ELIMINATED		130	$34,000	
34	South Michigan	Key	55%	2.83					
35	35th	Key	47%	2.98	1:00-4:00a		46	$18,000	
36	Broadway	Key	77%	5.52					
39	Pershing	Key	25%	1.33	SERVICE ELIMINATED		1,224	$178,000	
43	43rd	Support	32%	1.95	7:00p-12:00m		78	$23,000	
44	Wallace/Racine	Support	41%	2.34	7:00-8:00a, 6:00p-12:30a		538	$108,000	
47	47th	Key	57%	3.42	1:00-4:00a		88	$28,000	
49	Western	Key	56%	3.24					
49A	South Western	Support	35%	1.92	SERVICE ELIMINATED		1,248	$129,000	

* - *Please See Additional Comments Below*

APPENDIX B: BUS SERVICE PROPOSALS *SATURDAY*

Rte #	Route Name	Plan Route Type	Total Route Var. Cost Rec.	Pass. per Mile	PROPOSAL Hours Eliminated	PROPOSAL Rte Segments Eliminated/Extended See Appendix C for Route Maps	DAILY Passenger Trips Affected	ANNUAL Annual Savings	
SATURDAY SYSTEM AVERAGE:			**56%**	**2.93**					
49B	North Western	Key	80%	4.09					
50	Damen	Support	42%	2.45	4:30-6:00a, 10:00p-12:30a		299	$83,000	
51	51st	Support	54%	3.40	4:30-6:00a, 8:00p-12:00m	Extend to Lake Park	495	$5,000	*
52	Kedzie/California	Support	46%	2.75	11:00p-5:00a		441	$93,000	
52A	South Kedzie	Key	56%	3.25					
53	Pulaski	Key	63%	3.82	1:00-4:00a		184	$41,000	
53A	South Pulaski	Key	46%	2.58	8:00p-12:00m		436	$59,000	
54	Cicero	Key	57%	3.45	1:00-4:00a		134	$28,000	
54B	South Cicero	Key	71%	3.89	11:00p-12:00m		59	$13,000	
55	Garfield	Key	51%	2.38					
55N	55th/Narragnasett	Eliminated	10%	0.73	SERVICE ELIMINATED		150	$67,000	*
56	Milwaukee	Support	69%	4.38	1:00-4:00a		122	$34,000	
57	Laramie	Support	49%	3.14	6:00-6:30p		19	$3,000	
59	59th/61st	Support	37%	2.26	5:00-8:00a, 8:00p-10:00p		338	$72,000	
60	Blue Island/26th	Key	55%	3.61					
62	Archer Local	Key	39%	2.01		Eliminate West of Cicero (owl)	37	$10,000	
62H	Archer-Harlem	Eliminated	24%	1.50	SERVICE ELIMINATED		461	$67,000	*
63	63rd Street	Key	69%	4.44					
63W	West 63rd	Support	48%	3.37	SERVICE ELIMINATED		1,120	$93,000	
65	Grand	Support	39%	2.15	4:00-5:00a, 7:00p-10:00p		483	$72,000	
66	Chicago	Key	75%	4.42		Eliminate West of Pulaski (owl)	39	$13,000	
67	67th/69th/71st	Key	65%	4.05					
68	Northwest Highway	Support	27%	1.20	SERVICE ELIMINATED		729	$88,000	
70	Division	Support	67%	3.75					
71	71st	Key	70%	4.66					
72	North	Key	64%	4.07	1:00-4:00a		166	$39,000	
73	Armitage	Support	42%	2.65	4:00-6:00a, 7:00p-1:30a		462	$88,000	
74	Fullerton	Key	77%	4.35					
75	74th/75th	Support	60%	3.77	4:30-6:00a, 10:00p-12:00m		171	$31,000	
76	Diversey	Support	56%	2.88	5:00-6:00a, 8:00p-12:00m		718	$83,000	
77	Belmont	Key	67%	4.02		Eliminate West of Central (owl)	41	$10,000	
78	Montrose	Support	57%	3.20	4:30-6:00a, 10:00p-12:30a		236	$41,000	

* - *Please See Additional Comments Below*

APPENDIX B: BUS SERVICE PROPOSALS

SATURDAY

Rte #	Route Name	Plan Route Type	Total Route Var. Cost Rec.	Total Route Pass. per Mile	PROPOSAL Hours Eliminated	PROPOSAL Rte Segments Eliminated/Extended See Appendix C for Route Maps	DAILY Passenger Trips Affected	ANNUAL Annual Savings	
SATURDAY SYSTEM AVERAGE:			**56%**	**2.93**					
79	79th	Key	69%	4.22					
80	Irving Park	Key	65%	3.84	12:00m-1:00a		69	$13,000	
81	Lawrence	Key	101%	6.28					
81W	West Lawrence	Support	37%	2.02	4:30-8:00a, 7:00p-1:30a		259	$49,000	
82	Kimball/Homan	Key	65%	3.91	12:00m-1:30a		97	$26,000	
84	Peterson	Key	51%	3.12	8:00-10:00p		88	$10,000	
85	Central	Key	69%	3.83	1:00-4:00a		117	$26,000	
85A	North Central	Support	19%	0.78	SERVICE ELIMINATED		227	$44,000	
86	Narragansett	Support	33%	2.04	SERVICE ELIMINATED		1,019	$116,000	
87	87th	Key	58%	3.31	1:00-4:00a		103	$18,000	
88	Higgins	Support	28%	1.40	4:30-7:00a, 6:00p-12:30a plus	Eliminate West of Harlem	396	$57,000	
90	Harlem	Key	62%	4.30	9:00-10:30p		102	$15,000	
90N	North Harlem	Support	10%	0.48	SERVICE ELIMINATED		105	$46,000	
91	Austin	Support	67%	3.85	10:00p-1:00a		166	$31,000	
92	Foster	Support	59%	3.13	8:00p-12:00m		356	$39,000	
93	North California	Support	29%	1.78	5:30-7:00a, 7:00-10:00p		75	$28,000	
94	South California	Support	46%	2.50	5:30-6:00a, 9:00p-9:30p		297	$49,000	
95E	93rd/95th	Key	37%	1.98		Eliminate North of 92nd/Buffalo	581	$57,000	
95W	95th	Key	63%	4.10	12:00m-2:00a		69	$10,000	
96	Lunt	Support	39%	2.32	SERVICE ELIMINATED		713	$75,000	
97	Skokie	Support	44%	2.48	5:00-7:00a, 10:00p-11:30p		189	$28,000	
103	West 103rd	Support	34%	1.98	4:00-7:00a, 8:00p-1:00a		320	$54,000	
106	103rd/106th	Support	33%	1.87	4:30-5:00a	Eliminate East of 103rd/Stony Island	536	$46,000	
108	Halsted/95th	Support	41%	2.25	SERVICE ELIMINATED		2,014	$183,000	*
111	111th/115th/Pullman (Incl. #10	Support	37%	1.85	5:00-7:00a, 8:00p-12:00m		423	$72,000	
112	Vincennes/111th	Support	26%	1.41	4:30-7:00a, 8:00p-1:00a		259	$52,000	
119	119th	Key	55%	2.83	1:00-4:00a		48	$5,000	
126	Jackson	Support	40%	2.03	4:00-6:00a, 11:00p-2:00a		219	$41,000	
145	Wilson/Michigan (Exp.& Local)	Support	62%	3.97					
146	Marine/Michigan (Exp.& Local)	Support	59%	3.73					
147	Outer Drive Express	Support	45%	1.91					
151	Sheridan	Key	71%	4.68		Eliminate North of Lawrence (owl)	39	$15,000	

* - *Please See Additional Comments Below*

APPENDIX B: BUS SERVICE PROPOSALS

SATURDAY

Rte #	Route Name	Plan Route Type	Total Route Var. Cost Rec.	Total Route Pass. per Mile	PROPOSAL Hours Eliminated	PROPOSAL Rte Segments Eliminated/Extended See Appendix C for Route Maps	DAILY Passenger Trips Affected	ANNUAL Annual Savings	
SATURDAY SYSTEM AVERAGE:			**56%**	**2.93**					
152	Addison	Support	47%	2.66	5:30-6:00a, 8:00p-10:00p		318	$54,000	
155	Devon	Key	87%	6.08					
201	Central/Sherman	Support	34%	1.71	7:00-10:00a, 5:00-7:00p	N201 extend to Central (1:00-6:00a)	317	$26,000	*
204	Dodge	Support	34%	2.87	SERVICE ELIMINATED		388	$64,000	
						TOTALS	**32,704**	**$4,787,000**	

TOTAL NUMBER OF SATURDAY ROUTES: **100**

*** - ADDITIONAL COMMENTS**

Route	**Description of Proposal**
8A	Extension to 127th is replacement service for the #108.
N20	Extension to Harlem/Lake is owl replacement service for the Green Line.
51	Extension to Lake Park is due to #1 service elimination.
55N	Route to be eliminated with replacement by Flexible services.
62H	Route to be eliminated with replacement by Flexible services.
108	Service eliminated. Service to 127th is replaced by #8A.
N201	Extension to Central is owl replacement service for the Purple line.

APPENDIX B: BUS SERVICE PROPOSALS

SUNDAY

** - Please See Additional Comments below*

Rte #	Route Name	Plan Route Type	Total Route Var. Cost Rec.	Total Route Pass. per Mile	PROPOSAL Hours Eliminated	PROPOSAL Rte Segments Eliminated/Extended See Appendix C for Route Maps	DAILY Passenger Trips Affected	ANNUAL Annual Savings	
SUNDAY SYSTEM AVERAGE:			**46%**	**2.38**					
1	Indiana/Hyde Park	Support	42%	2.39	SERVICE ELIMINATED		2,943	$311,000	
3	King Drive	Key	41%	2.30	5:00-8:00a, 12:00m-1:00a		345	$55,000	
4	Cottage Grove	Key	47%	2.64	1:00-4:00a		194	$49,000	
N5	South Shore Night Bus	Support	30%	1.17					
6	Jeffery (Express & Local)	Key	46%	2.37	12:00m-1:30a		47	$23,000	
7	Harrison	Support	21%	1.13	SERVICE ELIMINATED		347	$66,000	
8	Halsted	Key	39%	2.42	1:00-4:00a		245	$66,000	
8A	South Halsted	Support	30%	1.65	5:30-8:00a, 8:00p-1:30a	Extend to 127th	242	$40,000	*
9	Ashland	Key	50%	2.92		Eliminate North of North Ave. (owl)	50	$14,000	
11	Lincoln	Support	40%	2.63	5:00-6:30p		162	$26,000	
12	Roosevelt	Key	41%	2.40	1:00-4:00a		90	$29,000	
16	Lake Street	Eliminated	12%	0.82	SERVICE ELIMINATED		666	$167,000	
18	16th/18th	Support	21%	1.13	6:00-8:00a, 6:00p-12:00m		213	$72,000	
20	Madison	Key	49%	3.08		Extend to Harlem/Lake (owl)	N/A	($12,000)	*
21	Cermak	Key	39%	2.37	11:00p-12:00m		39	$17,000	
22	Clark	Key	74%	4.61					
24	Wentworth	Support	18%	0.97	SERVICE ELIMINATED		1,570	$342,000	
25	West Cermak	Support	40%	2.62	6:30-10:00a, 6:00p-11:00p		185	$29,000	
27	South Deering	Support	29%	1.59	SERVICE ELIMINATED		1,646	$259,000	
28	Stony Island	Key	54%	3.22	1:00-4:00a		111	$32,000	
29	State	Key	45%	2.49	1:00-4:00a		161	$40,000	
30	South Chicago	Support	11%	0.52	SERVICE ELIMINATED		497	$155,000	
34	South Michigan	Key	50%	2.60					
35	35th	Key	36%	2.24	1:00-4:00a		36	$20,000	
36	Broadway	Key	64%	4.22					
39	Pershing	Key	18%	0.92	SERVICE ELIMINATED		822	$193,000	
43	43rd	Support	24%	1.65	6:30-9:00a		51	$14,000	
44	Wallace/Racine	Support	26%	1.47	8:00-9:00a, 6:00p-12:30a		474	$112,000	
47	47th	Key	45%	2.58	1:00-4:00a		133	$32,000	
49	Western	Key	51%	2.87					
49A	South Western	Support	19%	1.05	SERVICE ELIMINATED		646	$118,000	
49B	North Western	Key	66%	3.15					
50	Damen	Support	30%	1.71	5:30-8:00a, 10:00p-12:30a		388	$121,000	
51	51st	Support	44%	2.67	8:00p-12:00m	Extend to Lake Park	277	$12,000	*

APPENDIX B: BUS SERVICE PROPOSALS

SUNDAY

*- Please See Additional Comments below

Rte #	Route Name	Plan Route Type	Total Route Var. Cost Rec.	Total Route Pass. per Mile	PROPOSAL Hours Eliminated	PROPOSAL Rte Segments Eliminated/Extended See Appendix C for Route Maps	DAILY Passenger Trips Affected	ANNUAL Annual Savings
	SUNDAY SYSTEM AVERAGE:		**46%**	**2.38**				
52	Kedzie/California	Support	40%	2.31	11:00p-6:00a		377	$109,000
52A	South Kedzie	Key	37%	2.02				
53	Pulaski	Key	49%	2.90	1:00-4:00a		113	$46,000
53A	South Pulaski	Key	35%	1.89	8:00p-12:00m		306	$37,000
54	Cicero	Key	46%	2.70	1:00-4:00a		104	$32,000
54B	South Cicero	Key	86%	4.77				
55	Garfield	Key	41%	1.89				
56	Milwaukee	Support	49%	2.94	1:00-4:00a		103	$40,000
57	Laramie	Support	26%	1.72	8:30-9:00a, 6:00-6:30p		11	$6,000
59	59th/61st	Support	34%	2.10	SERVICE ELIMINATED		223	$46,000
60	Blue Island/26th	Key	47%	2.92				
62	Archer Local	Key	31%	1.44		Eliminate West of Cicero (owl)	37	$12,000
63	63rd Street	Key	51%	3.14				
63W	West 63rd	Support	21%	1.28	SERVICE ELIMINATED		406	$83,000
65	Grand	Support	33%	1.84	7:00-10:00p		239	$58,000
66	Chicago	Key	63%	3.69		Eliminate West of Pulaski (owl)	39	$14,000
67	67th/69th/71st	Key	59%	3.43				
68	Northwest Highway	Support	39%	2.16	SERVICE ELIMINATED		370	$40,000
70	Division	Support	55%	2.94				
71	71st	Key	68%	4.20				
72	North	Key	49%	3.08	1:00-4:00a		166	$43,000
73	Armitage	Support	41%	2.45	4:30-7:00a, 7:00-9:00p		234	$58,000
74	Fullerton	Key	60%	3.29				
75	74th/75th	Support	40%	2.39	4:30-6:00a, 10:00p-12:00m		133	$35,000
76	Diversey	Support	49%	2.45	8:00p-12:00m		504	$72,000
77	Belmont	Key	58%	3.14		Eliminate West of Central (owl)	41	$12,000
78	Montrose	Support	41%	2.33	4:30-7:00a, 10:00p-12:30a		282	$58,000
79	79th	Key	59%	3.67				
80	Irving Park	Key	50%	2.92	12:00m-1:00a		64	$14,000
81	Lawrence	Key	76%	4.47				
81W	West Lawrence	Support	28%	1.51	SERVICE ELIMINATED		603	$89,000
82	Kimball/Homan	Key	53%	2.97	12:00m-1:30a		88	$35,000
84	Peterson	Key	36%	2.05	6:00-8:00a, 8:00-10:00p		137	$23,000
85	Central	Key	50%	2.76	1:00-4:00a		122	$29,000

APPENDIX B: BUS SERVICE PROPOSALS

SUNDAY

*- Please See Additional Comments below

Rte #	Route Name	Plan Route Type	Total Route Var. Cost Rec.	Pass. per Mile	PROPOSAL Hours Eliminated	Rte Segments Eliminated/Extended See Appendix C for Route Maps	DAILY Passenger Trips Affected	ANNUAL Annual Savings	
SUNDAY SYSTEM AVERAGE:			**46%**	**2.38**					
86	Narragansett	Support	19%	1.13	SERVICE ELIMINATED		465	$109,000	
87	87th	Key	49%	2.61	1:00-4:00a		79	$20,000	
88	Higgins	Support	23%	1.11	SERVICE ELIMINATED		498	$92,000	
90	Harlem	Key	45%	3.10	9:00-10:30p		68	$9,000	
91	Austin	Support	41%	2.25	10:00p-1:00a		124	$35,000	
92	Foster	Support	48%	2.54	3:30-6:00a, 8:00p-12:00m		395	$52,000	
94	South California	Support	33%	1.87	5:30-7:00a, 9:00-9:30p		154	$37,000	
95E	93rd/95th	Key	31%	1.65		Eliminate North of 92nd/Buffalo	265	$29,000	
95W	95th	Key	39%	2.46	12:00m-2:00a		49	$9,000	
96	Lunt	Support	22%	1.28	SERVICE ELIMINATED		432	$75,000	
97	Skokie	Support	43%	2.43	6:30-7:00a, 10:00p-11:30p		65	$12,000	
103	West 103rd	Support	25%	1.44	4:00-7:00a, 8:00p-1:00a		173	$49,000	
106	103rd/106th	Support	21%	1.03		Eliminate East of 103rd/Stony Island	369	$37,000	
108	Halsted/95th	Support	32%	1.75	SERVICE ELIMINATED		1,600	$196,000	*
111	111th/115th/Pullman (incl 104)	Support	27%	1.30	6:00-8:00a, 8:00p-12:00m		301	$66,000	
112	Vincennes/111th	Support	22%	1.15	4:30-7:00a, 8:00p-1:00a		145	$49,000	
119	119th	Key	50%	2.60	1:00-4:00a		48	$6,000	
126	Jackson	Support	32%	1.63	5:00-6:00a, 11:00p-1:30a		148	$35,000	
145	Wilson/Michigan (Exp.& Local)	Support	47%	3.29					
146	Marine/Michigan (Exp.& Local)	Support	49%	3.23					
151	Sheridan	Key	56%	3.55		Eliminate North of Lawrence (owl)	39	$17,000	
152	Addison	Support	42%	2.24	7:00-8:00a, 8:00p-10:00p		180	$37,000	
155	Devon	Key	71%	4.67					
N201	Evanston Night Bus	Support	N/A	N/A		Replacement Service (1:30-7:30a)		($17,000)	
						TOTALS	**22,360**	**$4,347,000**	

TOTAL NUMBER OF SUNDAY ROUTES: **91**

*** - ADDITIONAL COMMENTS**

Route	Description of Proposal
8A	Extension to 127th is replacement service for the #108.
N20	Extension to Harlem/Lake is owl replacement service for the Green Line.
51	Extension to Lake Park is due to #1 service elimination.
108	Service eliminated. Service to 127th is replaced by #8A.
N201	Extension to Central is owl replacement service for the Purple line.

APPENDIX C

Proposed Service Change Route Maps
Maps not to scale

May 1997

CTA / Booz-Allen & Hamilton Service Restructuring Proposal

May 1997

#8A South Halsted and #108 Halsted/95th Weekday, Saturday, and Sunday/holiday proposed service

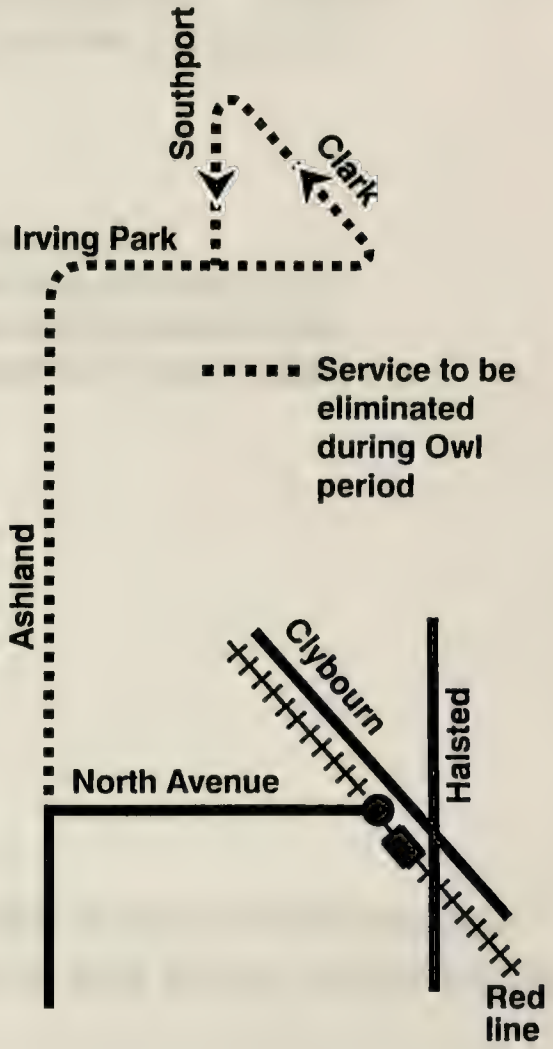
#108 Weekday rush period service only. Saturday and Sunday/holiday service to be eliminated

#8A Extended to Vermont
Weekday 9:00 a.m. - 2:00 p.m.,
Saturday 6:00 a.m. - 8:00 p.m.,
Sunday/holiday 8:00 a.m. - 8:00 p.m.

Bus Route #N9 Ashland
Owl
Weekday, Saturday and Sunday/holiday

Current

Proposed

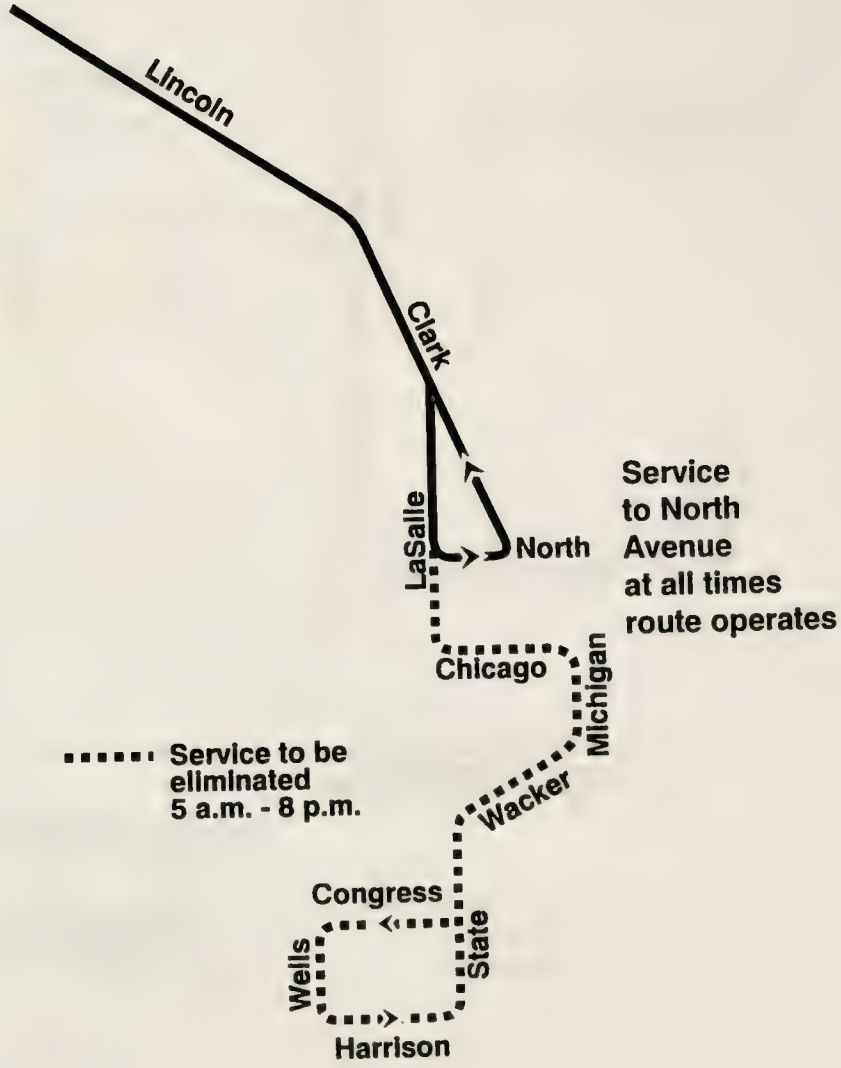


Bus Route #11 Lincoln

Weekday

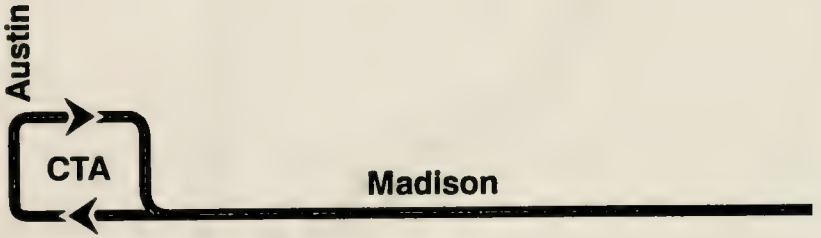
Current

Proposed

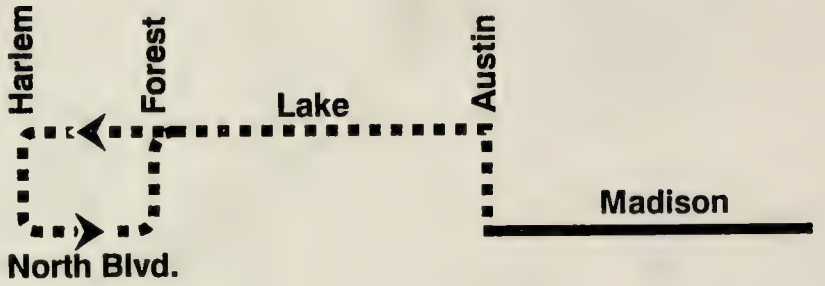


Bus Route #N20 Madison
Owl
Weekday, Saturday and Sunday/holiday

Current



Proposed

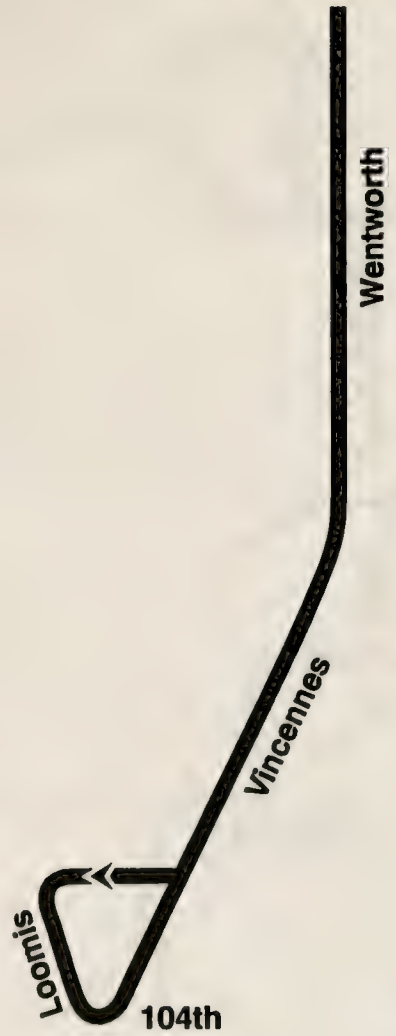


▪▪▪▪▪ Service to be extended during Owl period

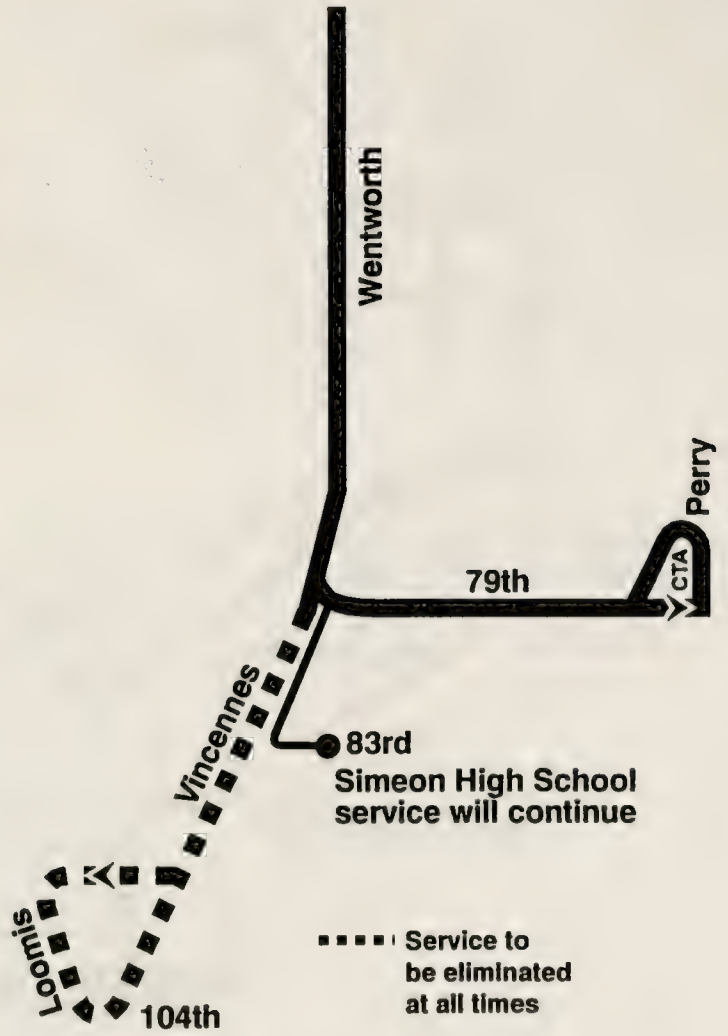
Bus Route #24 Wentworth

Weekday

Current



Proposed



Bus Route #27 South Deering

Weekday and Saturday

Current

Proposed

Bus Route #44 Wallace/Racine

Weekday

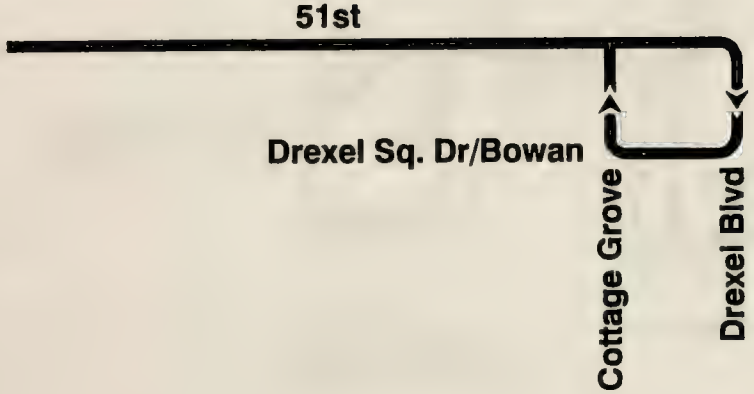
Current

Proposed

Bus Route #51 51st

Weekday, Saturday and Sunday/holiday

Current



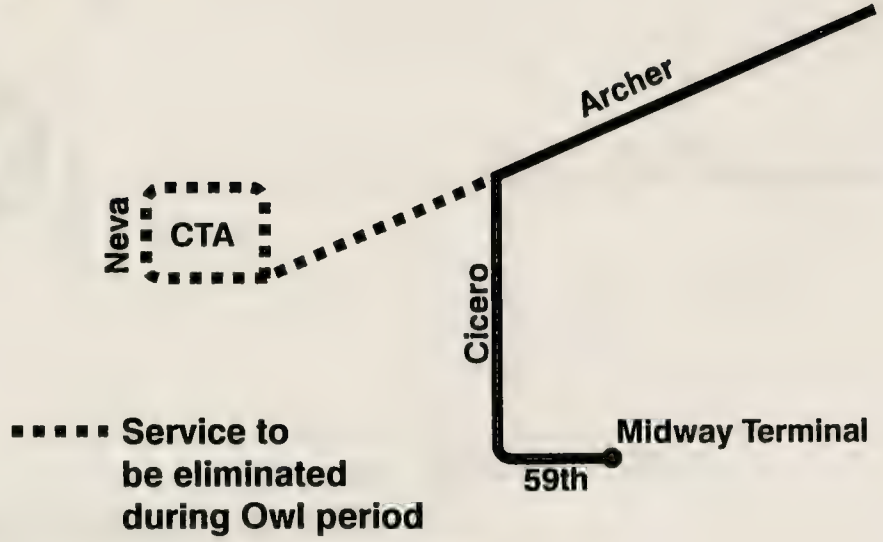
Proposed

▪▪▪▪▪ Service to be extended as replacement for #1 Hyde Park elimination on 51st Street

Bus Route #N62 Archer
Owl
Weekday, Saturday and Sunday/holiday

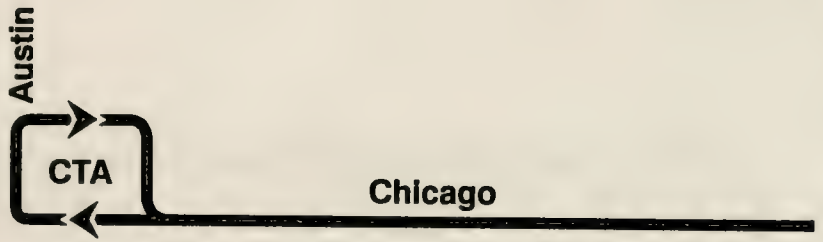
Current

Proposed

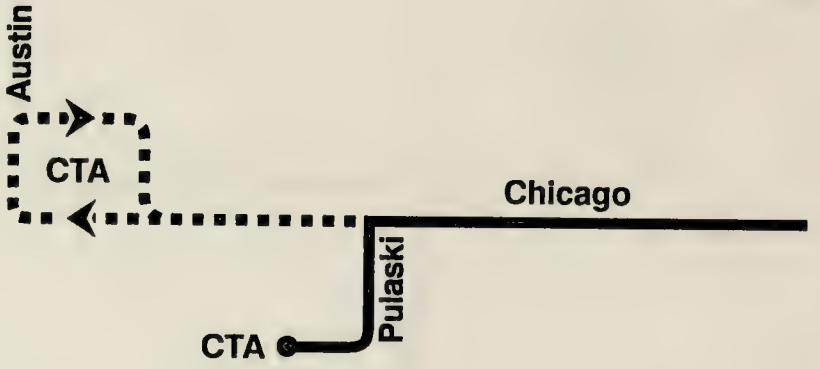


Bus Route #N66 Chicago
Owl
Weekday, Saturday and Sunday/holiday

Current



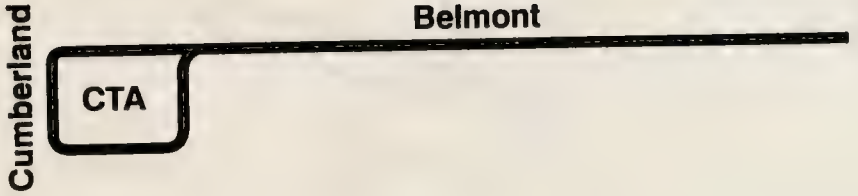
Proposed



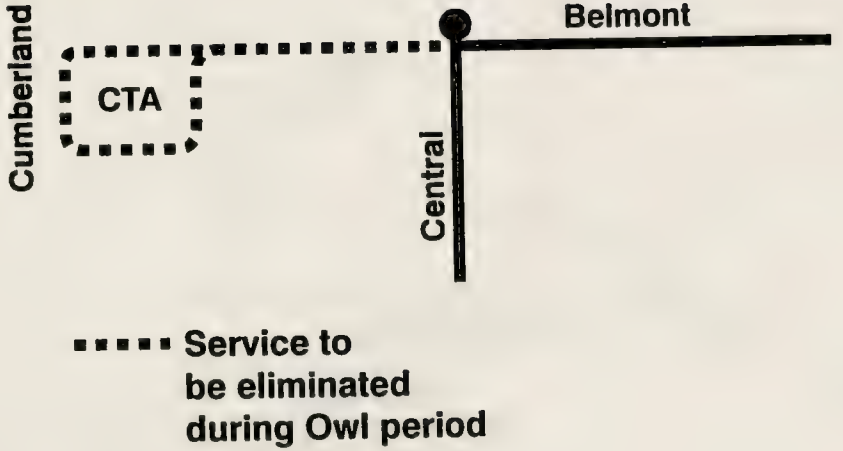
▪▪▪▪▪ Service to be eliminated during Owl period

Bus Route #N77 Belmont
Owl
Weekday, Saturday and Sunday/holiday

Current



Proposed

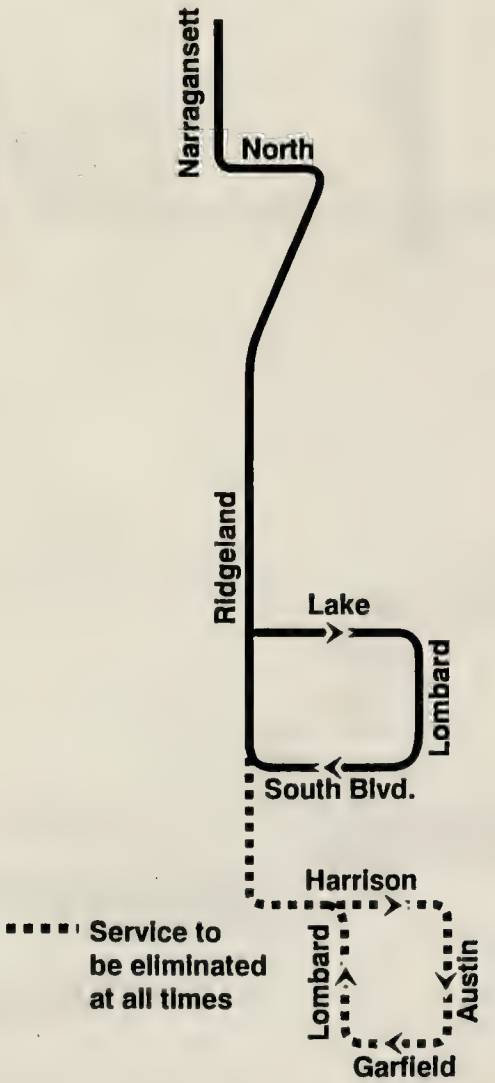


Bus Route #86 Narragansett/Ridgeland

Weekday

Current

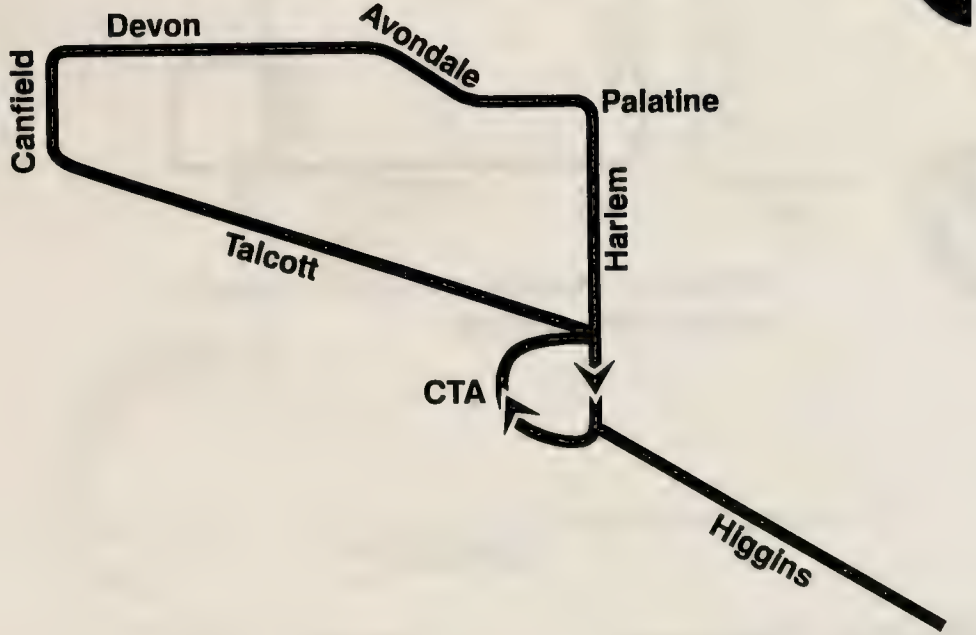
Proposed



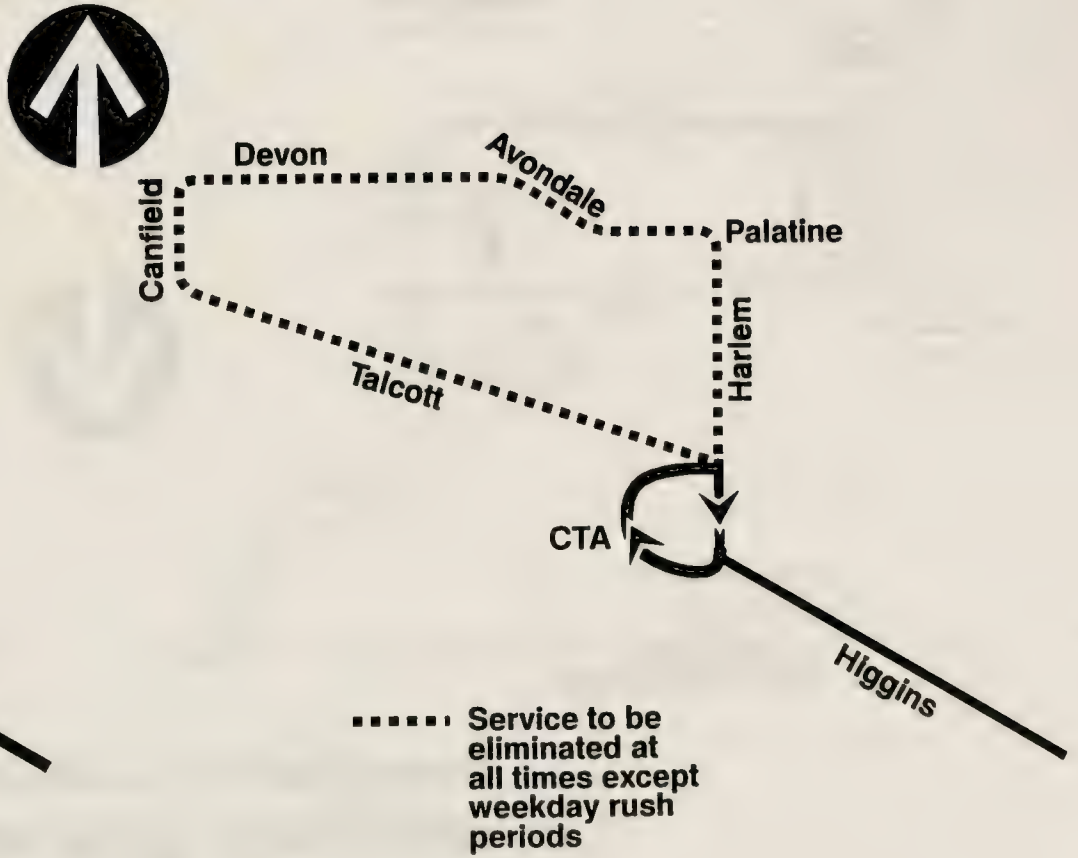
Bus Route #88 Higgins

Weekday and Saturday

Current



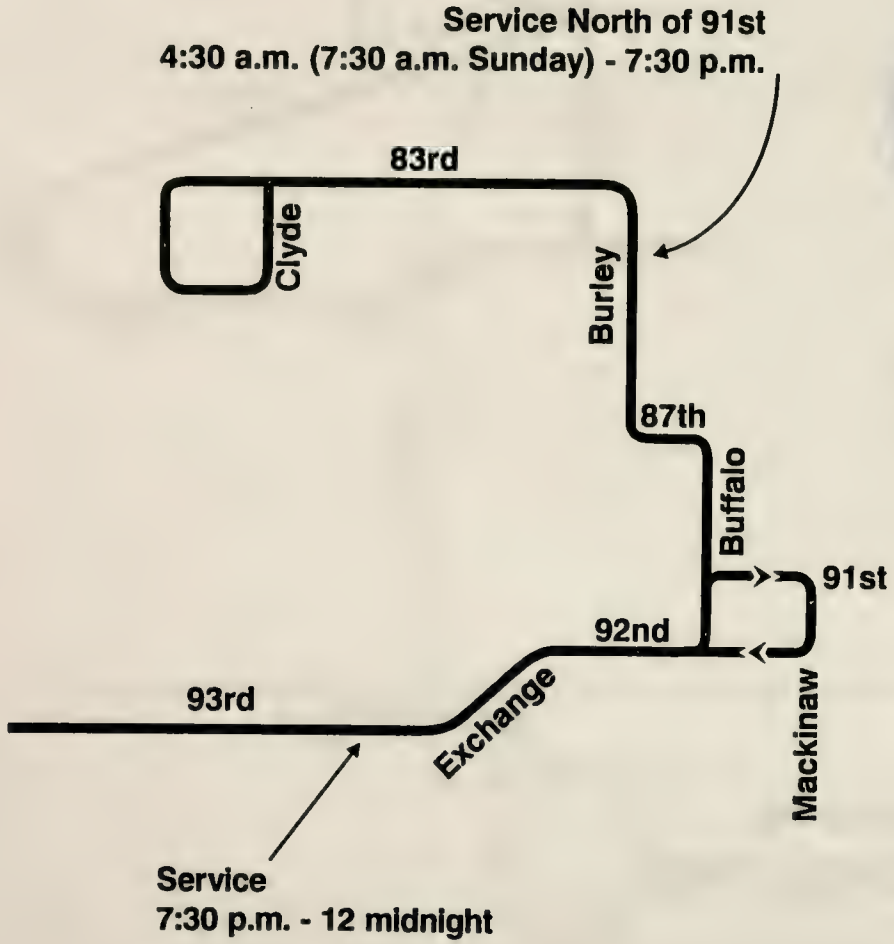
Proposed



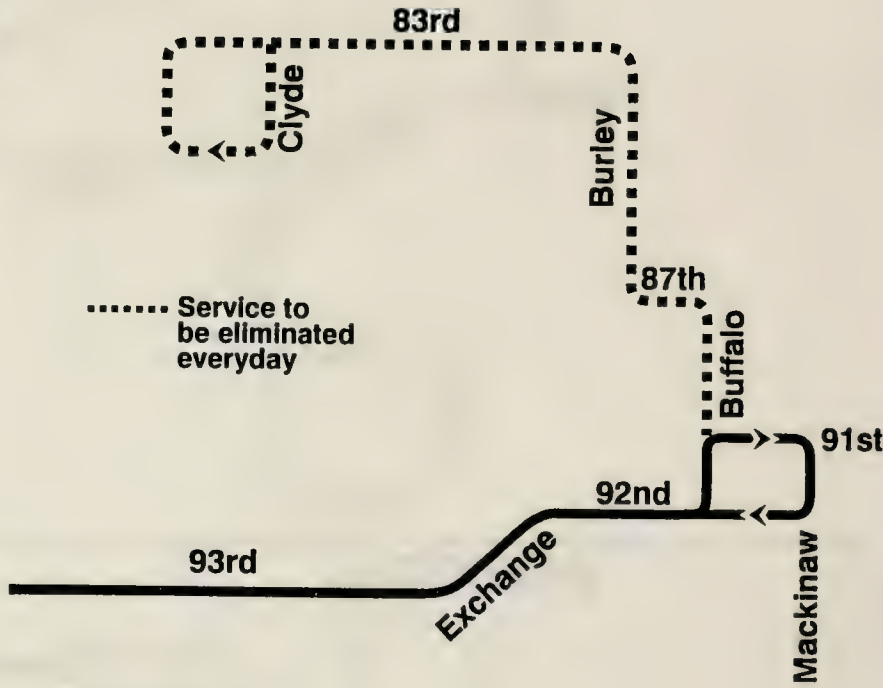
Bus Route #95E 93rd/95th

Weekday/Saturday and Sunday/holiday

Current



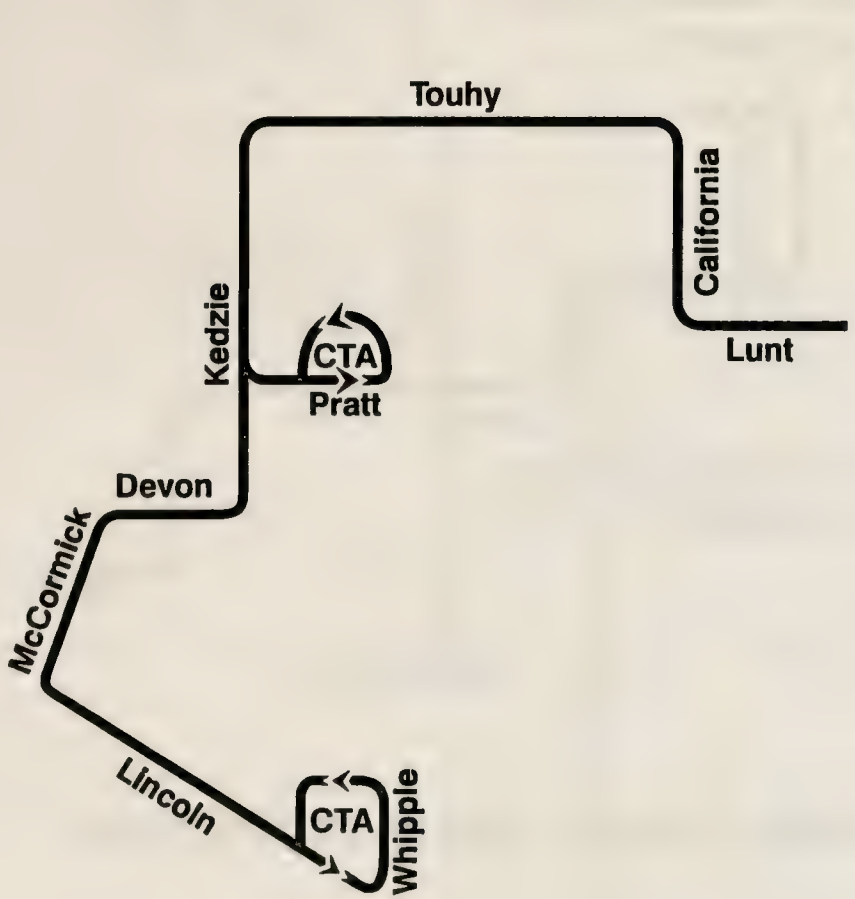
Proposed



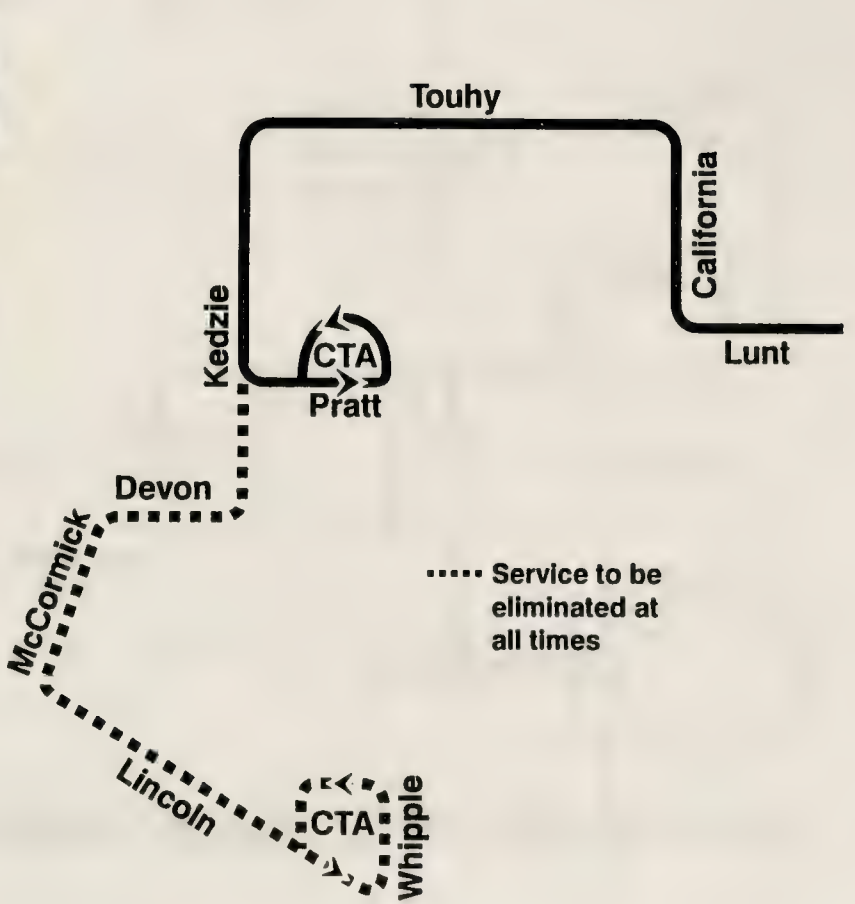
Bus Route #96 Lunt

Weekday

Current

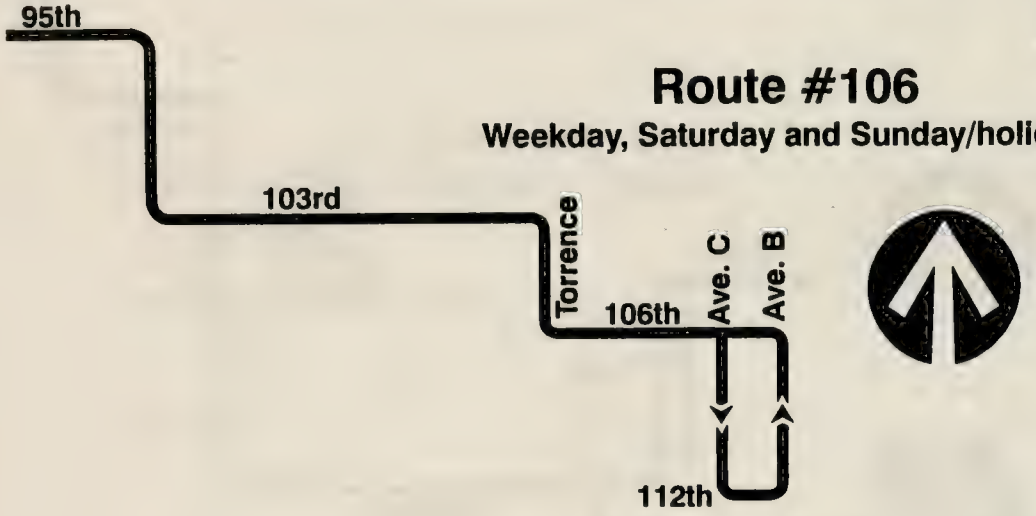


Proposed

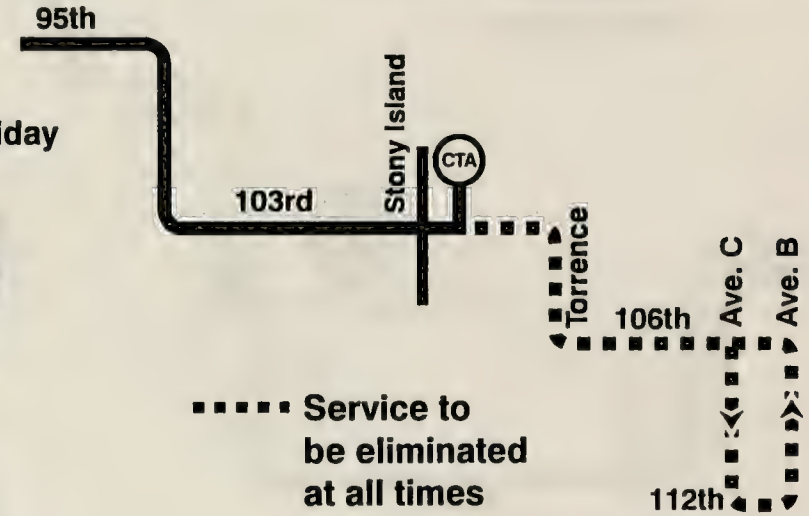


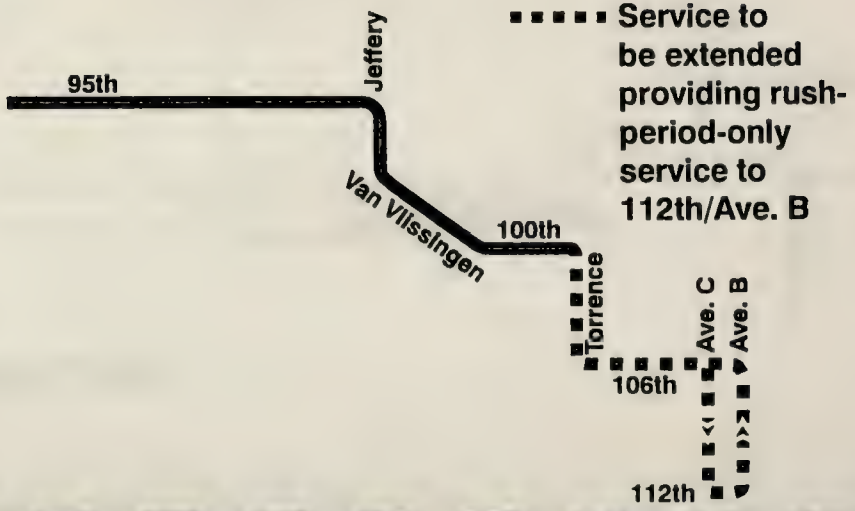
Bus Route #100 Jeffery Manor Express / #106 East 103rd/106th

Current



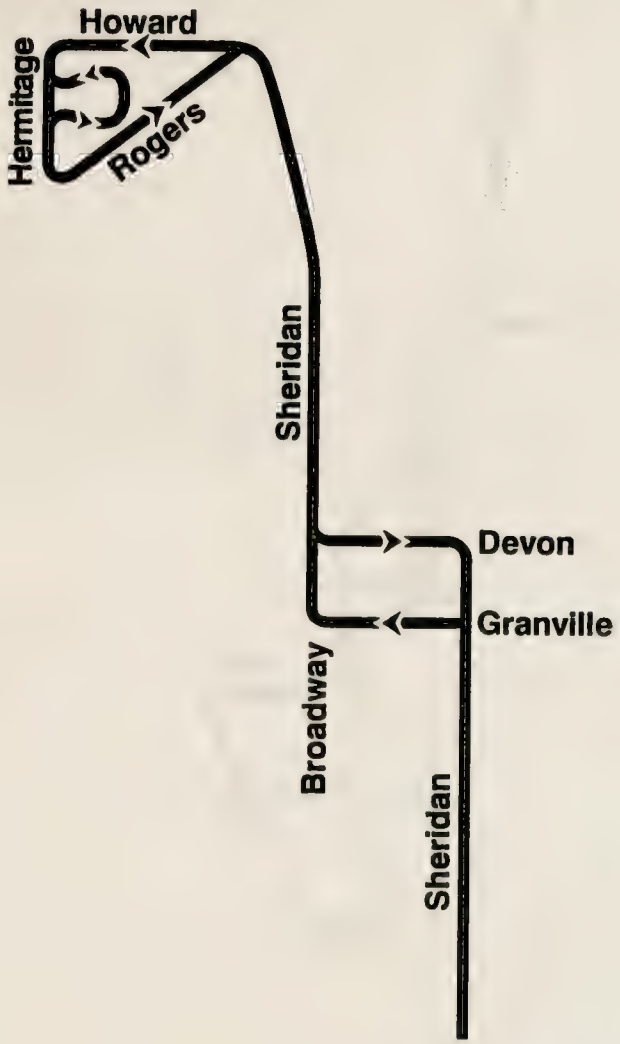
Proposed



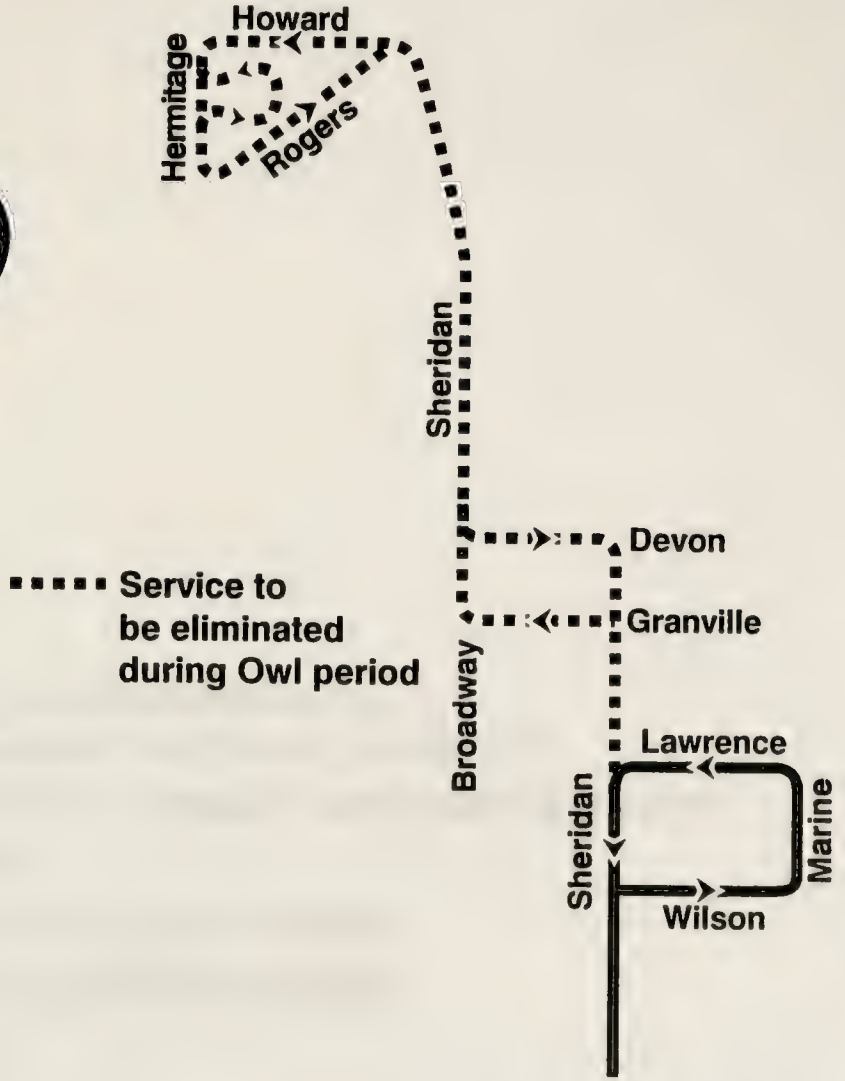


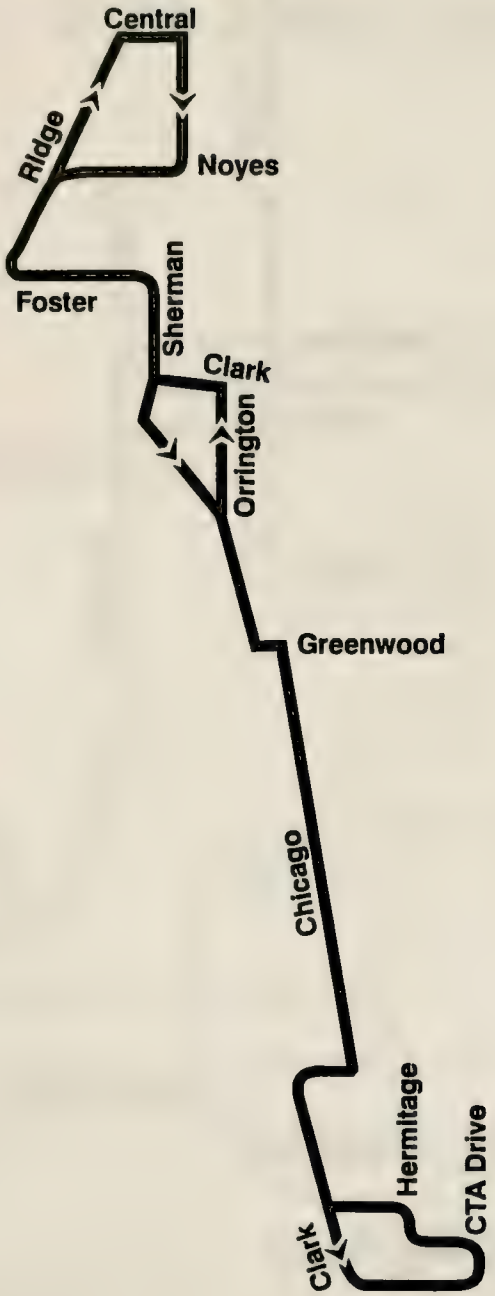
Bus Route #N151 Sheridan
Owl
Weekday, Saturday and Sunday/holiday

Current



Proposed





Bus Route #N201
Central/Sherman
Owl

Weekday, Saturday and Sunday/holiday

Replacing proposed Purple line
Owl period elimination

DEMCO

AMD9745(97)
1-5-97